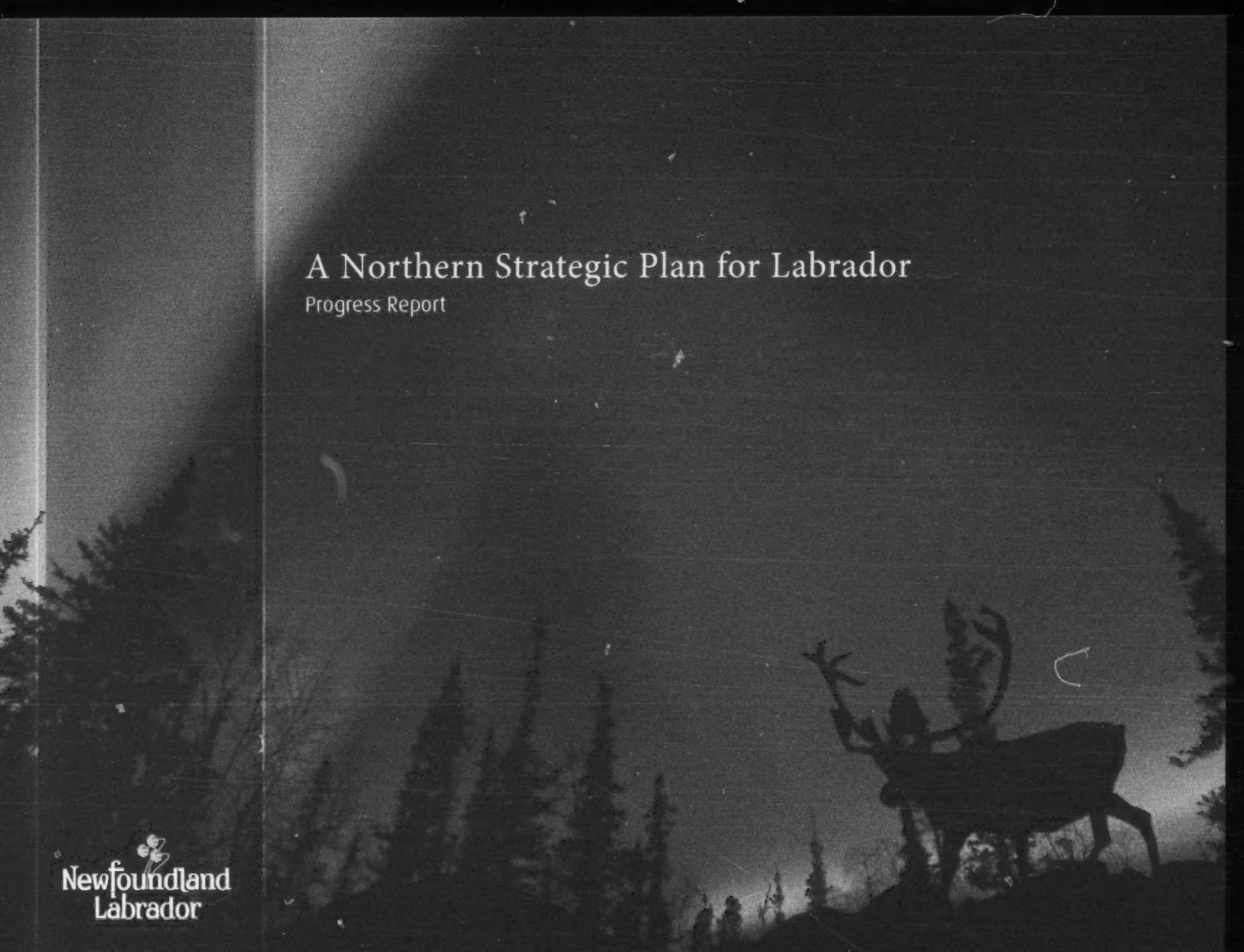
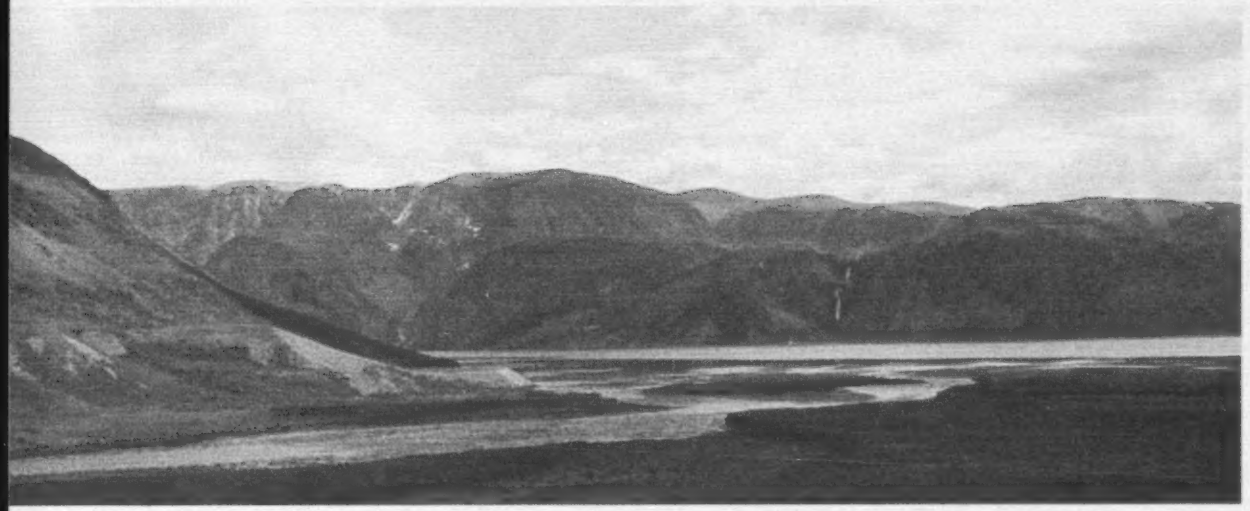

A Northern Strategic Plan for Labrador
Progress Report
Newfoundland
Labrador

Table of Contents



Foreword		2
Message from the Premier		3
Message from the Ministers		5
Executive Summary		6
1. Background		8
1.1	A Living Document	9
1.2	Role of Department of Labrador and Aboriginal Affairs	9
2. Progress: Goals and Objectives		10
2.1	Transportation	11
2.2	Natural Resources and Environment	13
2.3	Tourism and Cultural Development	16
2.4	Education and Employment	19
2.5	Health	23
2.6	Access to Programming and Services	25
2.7	Aboriginal Partnerships	30
2.8	Working Together	34
3. Moving Forward		40
3.1	Monitoring	41
3.2	Building on Commitments	41
3.3	The Next Three Years	41
4. Closing		44
5. Annex A		46

Foreword

Message from the Premier

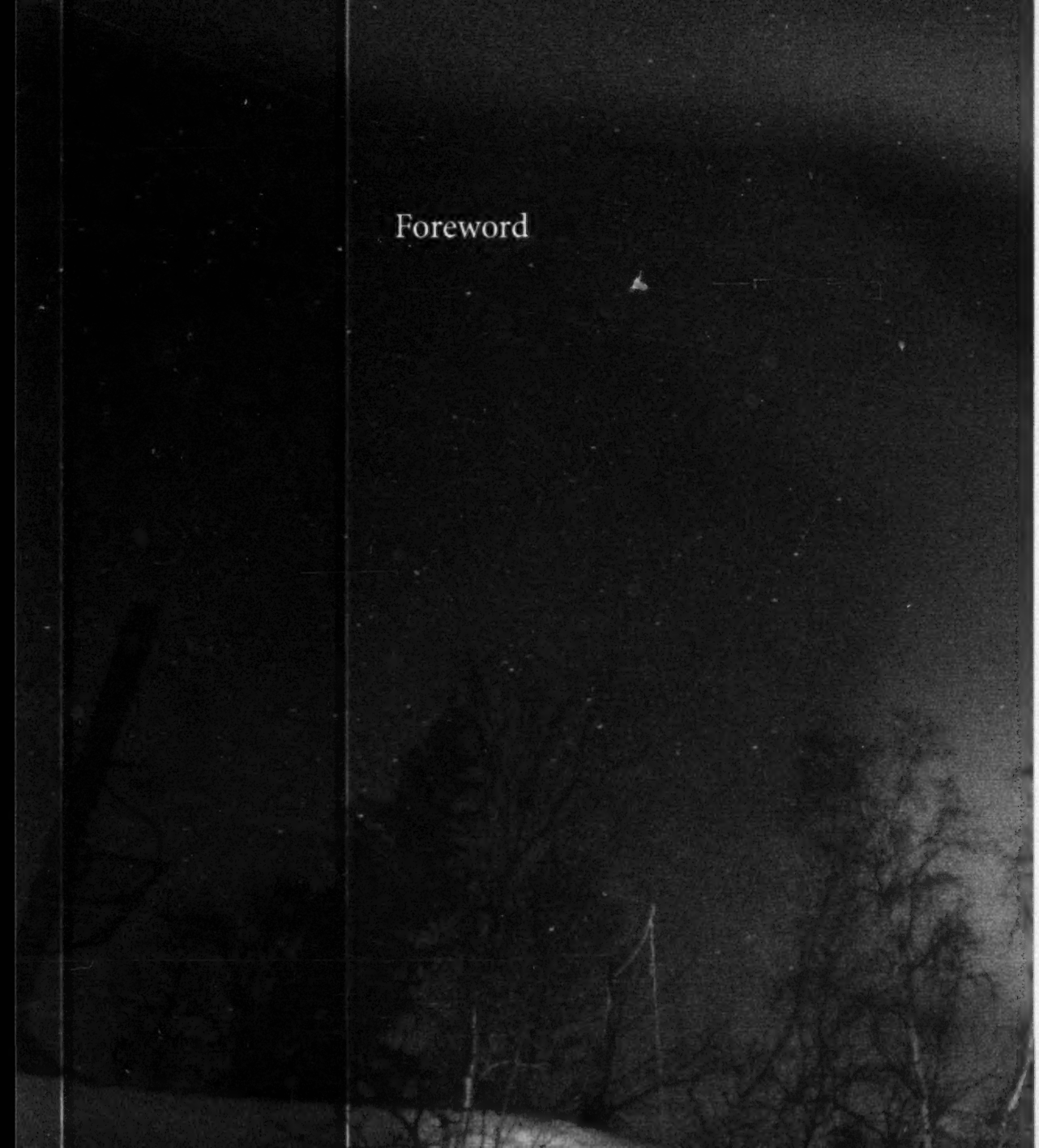
On behalf of the Government of Newfoundland and Labrador, it gives me great pleasure to release the progress report of the *Northern Strategic Plan for Labrador* (NSP).

When first released on April 20, 2007, the NSP was described as a "living document." Since then, our plan has expanded and evolved with the changing requirements of Labradorians. Subsequently, our government has made significant investments to the region, including more than $135 million in the current fiscal year. This funding supports an ongoing record of investment with results that are historic in size and scope. For example, these investments are helping to build the Trans Labrador Highway, enhanced winter trail infrastructure for coastal communities, a hospital and a college campus in Labrador West, a francophone school in Happy Valley–Goose Bay, and K–12 schools in Port Hope Simpson and L'Anse au Loup. Clear and definite goals will continue to grow and develop as the future of Labrador is shaped.

Labrador is a beautiful and vast region with an abundance of natural and human resources. The Government of Newfoundland and Labrador is working closely with the peoples of Labrador to improve social and economic circumstances throughout the region. Our government will continue to strengthen positive relationships with the Nunatsiavut Government and Aboriginal communities and peoples.

We recognize that Labrador is essential to the overall success of our province, and we therefore, must continue to develop and deliver substantial and meaningful initiatives as we work towards a brighter future for the entire region.

Sincerely,
Danny Williams, Q.C.
Premier of Newfoundland and Labrador



Foreword

Message from the Ministers

We are pleased to offer you a progress report of the Government of Newfoundland and Labrador's priorities to improve infrastructure, programs and services throughout Labrador, through the *Northern Strategic Plan for Labrador* (NSP).

The Department of Labrador and Aboriginal Affairs, through the NSP, co-ordinates and facilitates all government activities relating to Labrador and Aboriginal issues.

On April 20, 2007, the Provincial Government released the NSP, a five-year progressive document aimed to improve the lives of Labradorians through social and economic stimulus investments. Now in its third year, we present a snapshot of the evolution of the NSP and what initiatives will be spear-headed in the next two years. The Department of Labrador and Aboriginal Affairs continues to lead the implementation of the plan, with the support and active involvement of all Provincial Government departments and agencies, and the participation of all Labradorians, to ensure its objectives are met.

This progress report reflects the NSP's vision of a Labrador where "The Provincial Government and people work together to advance social and economic development so that residents share in an improved quality of life."

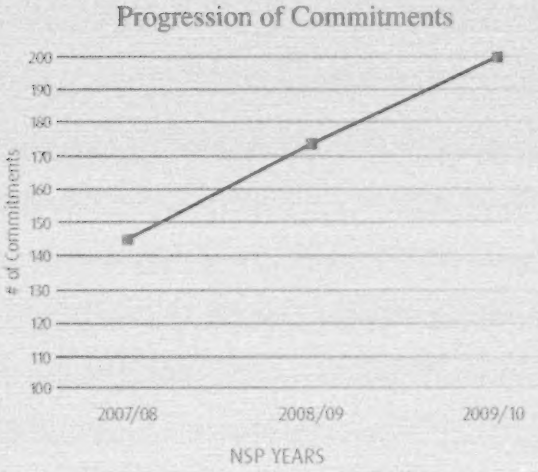
Extensive consultations with groups and individuals across Labrador have helped to shape the plan. Your continued participation and input is making the NSP a great success and we welcome your thoughts and comments on our progress.

Patty Pottle

Patty Pottle, M.H.A.
Torngat Mountains District
Minister of Aboriginal Affairs

John Hickey, M.H.A.
Lake Melville District
Minister of Labrador Affairs

Executive Summary



Labrador plays a significant role in the overall future of the province of Newfoundland and Labrador. Its people, land, resources, diversity and culture make it unique and contribute greatly to the province's prosperity. Recognizing this, the *Northern Strategic Plan for Labrador* was developed to establish social and economic priorities that will enable strategic decision making by the Provincial Government for the benefit of Labradorians and the province, as a whole. At the midway point of the *Northern Strategic Plan for Labrador*, approximately 73 per cent of the commitments scheduled for completion have been accomplished, five per cent have not been completed, and 22 per cent are continuous commitments that remain ongoing.

There have been a number of significant investments in Labrador which include an energy rebate for isolated communities in coastal Labrador; completion of Phase III of the Trans Labrador Highway; numerous other construction projects including schools and hospitals; enhancements to programs such as the Medical Transportation Program, Labrador Travel Subsidy, and the Cultural Travel Subsidy; increased funding for the Labrador Transportation Grooming Subsidy to ensure safe snowmobile trails for local residents; an increase in the number of conservation officers and patrols for both the threatened caribou herds and inland fisheries; and, continued partnerships with Aboriginal groups within Labrador.

The *Northern Strategic Plan for Labrador* entered year three on April 1, 2009. A report on the progress of the first two years is important in identifying the accomplishments made thus far, but also in looking at the years ahead. The progress thus far is based up to fall 2009. It is important to be aware of some of the challenges faced in Labrador; recruitment and retention of employees, limited access to programs and services due to geographic location and a short construction season are some examples of challenges of which the Provincial Government must be cognizant when it comes to planning and implementing the *Northern Strategic Plan for Labrador*.

Upon its release, the plan had a total of 145 commitments spanning eight themes. Currently, there are 201 commitments, with a total investment of over $430 million to support Labrador's economic and social development.

The continued monitoring and evaluation of the plan lies with the Department of Labrador and Aboriginal Affairs. To ensure success, collaboration with Provincial Government departments and agencies is integral.

The Provincial Government is entering the second half of the planning period of the *Northern Strategic Plan for Labrador* and is very optimistic that its established goals will continue to progress into the future.

1. Background

Courtesy of Chris Myrden

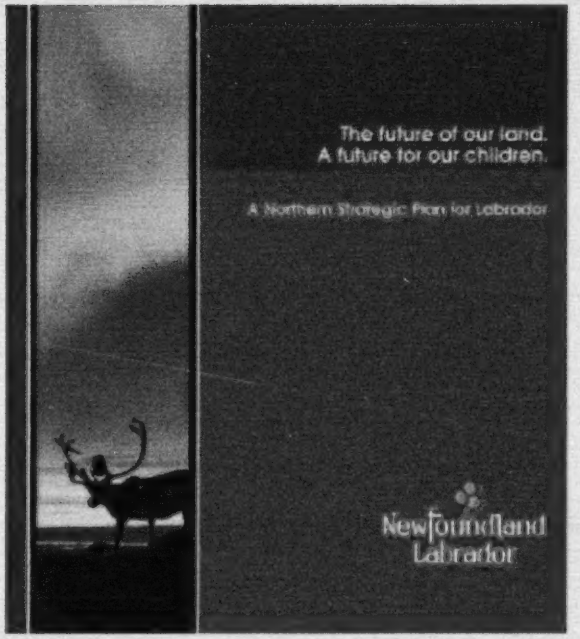
1.1 A Living Document

On April 20, 2007, the *Northern Strategic Plan for Labrador* was released. The Department of Labrador and Aboriginal Affairs was mandated to develop the plan to address Labrador's social and economic needs, remove barriers to development and advance Labrador's tremendous potential for growth. The plan is a living document that grows with commitments from year to year and spans a period of five years (2007–2012). All Provincial Government departments and agencies participate in the success of the plan with contributing commitments to support the outlined goals and objectives.

The Williams Government committed to releasing a progress report after the first two years of the plan. This report will give a snapshot view of the progress made thus far and the successes of commitments made as of the release of this report.

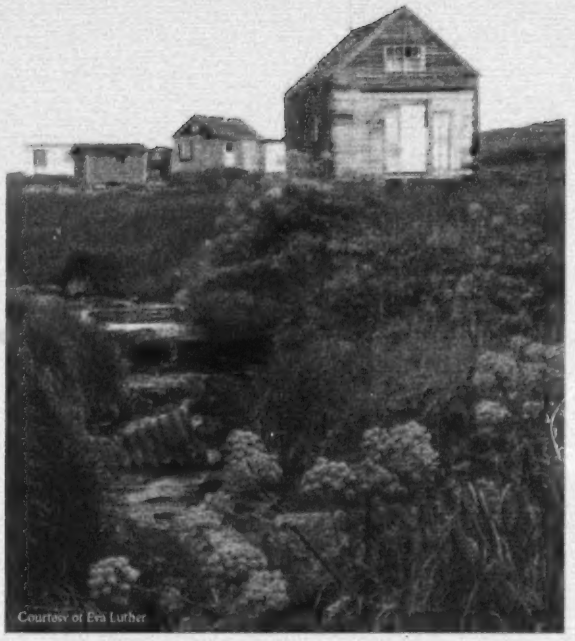
1.2 Role of Department of Labrador and Aboriginal Affairs

The Department of Labrador and Aboriginal Affairs is responsible for ensuring that the goals and objectives set forth in the *Northern Strategic Plan for Labrador* are monitored and completed. A designate from each relevant Provincial Government department and agency has been assigned to work with the department to provide updates on the commitments. The department is responsible for monitoring and evaluating the status of each commitment, the progress made and the future of the commitment.



To support progress and monitoring of the plan, the department facilitates planning sessions each fall to update provincial departments and agencies on progress and to explore new commitments that will support Labrador's social and economic needs. The department's executive also meets with their counterparts in other departments and agencies to discuss the plan and to provide updates.

2. Progress: Goals and Objectives



Courtesy of Eva Luther

The following sections outline the goals and objectives of the eight themes in the plan: Transportation, Natural Resources and Environment, Tourism and Cultural Development, Education and Employment, Health, Access to Programming and Services, Aboriginal Partnerships and Working Together. The objectives provide direction which result in specific actions during the course of the plan.

The following will demonstrate the progress for the first two years since the plan's release. Commitments, through the monitoring framework, have been characterized as complete, not complete or continuous. A completion year has been set where appropriate for each commitment. Continuous means that a commitment is ongoing with no specified end–date. These commitments are often consultative or commitments that would require an end–date beyond Year Five (2011-12) of the plan.

It should be noted that a commitment may appear under more than one theme, objective or goal. For example, a transportation commitment such as complete hard-surfacing of Phase I of the Trans Labrador Highway would be reflected under the themes of Transportation and of Tourism and Culture because it supports both objectives.

2.1 Transportation

Transportation is of high importance to Labradorians. Due to the isolation and geographical separation of communities, access is a key component to economic and social development within Labrador. The transportation diversity of the region ranges from marine services to air travel to snowmobiling to road access. The different modes of transportation are used to support recreation, business and tourism.

Progress on transportation infrastructure and service delivery has a direct impact on the other themes in the plan.

Goal

An integrated transportation system that is responsive to business and individual needs

Objectives

1. Implementation of the Labrador Transportation Plan

Continuous

- **Monitor the progress of commitments made in the Labrador Transportation Plan**
  The Government of Newfoundland and Labrador continues to place a high priority on investments in Labrador transportation infrastructure. Phase III of the Trans Labrador Highway opened to the public in December 2009 and hard-surfacing of Phase I is now underway. The configuration of the marine service upon completion of Phase III is under active consideration, and a review of coastal airstrip requirements has also been initiated.

2. *Improved infrastructure and policy to support access*

Complete

✓**Decrease the average number of days that the road between Red Bay and Lodge Bay is closed due to inclement weather (provide additional snow clearing in the area)**
Funding for enhanced snow clearing efforts is now part of the Department of Transportation and Works core budget.

✓**Provide flexibility with the ferry schedule in the Labrador Straits and consider extending the season as ice conditions permit**
The season has been extended from April 13–January 24 in 2006–07 (additional 29 days). In 2008–09, the season ran from April 17–January 25 for a total of 284 days operating. The schedule is also enhanced, offering an additional 42 runs for the 2009–10 marine season.

✓**Extend the 2007 summer schedule of the MV Sir Robert Bond by 3 weeks**
The MV Sir Robert Bond provided service from June 22–October 16 for a total of 117 days of service in 2007–08. The marine schedule is evaluated yearly.

✓**Increase funding levels for current and projected summer and winter road maintenance contracts**
An additional $623,000 was allocated in Budget 2007.

✓**Increase engineering positions and funding to help with building maintenance in Labrador**
Positions were difficult to recruit. To compensate, the work has been contracted out for this season to ensure building maintenance is completed.

✓**Increase the Labrador Transportation Grooming Subsidy to reflect rising operational expenses including gas prices and insurance costs**
Funding was increased by $150,000 in Budget 2007 to total $390,000.

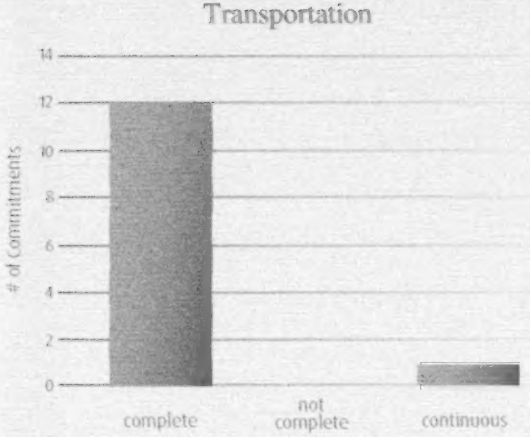
✓**Consult with the Nunatsiavut Government on the condition of the north coast winter trail system**
Minister Hickey and officials from the Department of Labrador and Aboriginal Affairs met with President Lyall and other officials of the Nunatsiavut Government on July 28, 2008. Nunatsiavut Government officials were informed that the Department of Labrador and Aboriginal Affairs will administer the Labrador Transportation Grooming Subsidy for the 2007–08 and 2008–09 seasons. Officials from the Department of Labrador and Aboriginal Affairs held meetings with the development associations and Inuit Community Governments in January 2009 to update on the winter trails and subsidy. Engagement with the Nunatsiavut Government is ongoing.

✓**Provide funds to Labrador Winter Trails Inc. for the purchase of a groomer and the construction of a groomer shed for the North West River to Mulligan trail**
A groomer was purchased in December 2008. Funding was allocated for a new groomer shed; however, other arrangements were being made to house the groomer within existing town infrastructure.

✓**Increase signage and tourism information along the Trans Labrador Highway**
Some $100,000 was allocated in Budget 2007 for the following new replacement signs: 14 community signs, 11 welcome and directional signs, 44 trail confirmation signs, six distance signs, and eight river–bridge signs.

✓**Provide funds for the purchase of a groomer for Postville trails**
A groomer was purchased at a cost of $260,000 and delivered to Postville in summer 2009.

✓**Provide funds to re-route trails on the north coast of Labrador away from water crossings and re-cut overgrown areas on certain sections of the trail system**
A Trail Inspector was hired through the Department



of Labrador and Aboriginal Affairs on February 23, 2009 to inspect trails and work with the communities. Some $100,000 was provided during 2009 to development associations and Inuit Community Governments for signage, aerial surveys and trail cutting.

✓**Continue dust reduction strategies on the Trans Labrador Highway with specific emphasis where the highway passes directly through communities**
Dust control procedures were initiated through the communities of Lodge Bay, Port Hope Simpson, Red Bay, Cartwright, Mary's Harbour, and St. Lewis and Paradise River.

Of the 13 commitments under the theme Transportation, 92 per cent of the commitments scheduled for completion have been accomplished. One commitment regarding the Labrador Transportation Plan remains ongoing.

One of the major highlights from the transportation theme is work on the Trans Labrador Highway. After covering the total cost of road projects last summer, without any federal assistance, the Provincial Government was successful in securing a $45 million cost-share agreement with the federal government for widening and hard-surfacing Phase I of the Trans Labrador Highway. The Provincial Government also invested an additional $17 million for the construction of approximately 50 kilometres of Phase III of the highway. Phase III of the Trans Labrador Highway was completed in December 2009.

2.2 Natural Resources and Environment

Labrador is rich in natural resources and is a prime area for exploration. Many initiatives have been developed over the past number of years leading to growth, development and a sustainable future for Labrador. The environment and land claims are major factors that need to be considered before development moves forward. The implementation of the *Northern Strategic Plan for Labrador* is one step towards ensuring that the full potential of natural resources continues to facilitate the Provincial Government's objectives to maximize development opportunities while adhering to environmental regulations.

Goal

Enhanced resource-based industry while ensuring conservation of the environment in Labrador

Objectives

1. Implementation of key actions to protect the natural environment in Labrador

Complete

✓**Increase the number of Conservation Officers for the Inland Fisheries Enforcement Program**
There were three additional officers hired, trained and deployed in 2007–08 in Labrador.

✓**Participate in a Stewardship Project with contributing partners regarding Labrador Species at Risk**
Each year funding is dependant on proposals submitted by the partnering agencies such as the Nunatsiavut Government, Innu Nation and Labrador Métis Nation, to Environment Canada. The Wildlife Division provides seed money to encourage the project's continuance.

✓**Provide protection of the forest resource from insect disturbance**
In 2008, 88,814 hectares of forest was forecasted to be disturbed by two defoliating insects in Labrador. Approximately 21.2 per cent of the infested areas were treated; additional treatment programs are planned for the future.

✓**Recruit a Land Management Officer position in Happy Valley–Goose Bay to help improve service delivery to the public**
The Land Management Officer position was filled in summer 2009 and is located in Happy Valley–Goose Bay.

Not Complete

- **Recruit a Land Survey Inspector position in Happy Valley–Goose Bay to help improve service delivery to the public**
The position was advertised during summer 2009; to date, no qualified candidates have applied.

Continuous

- **Continue the development of the Protected Road Plan for the Trans Labrador Highway**
Two phases of the Trans Labrador Highway have protected road plans in place and the Department of Municipal Affairs will oversee work on a road plan for Phase III. The Department of Labrador and Aboriginal Affairs chairs the Environmental Management and Planning Consultative Committee which monitors the Protected Road Plan.

- **Negotiate the land transfer agreement for development of the Mealy Mountain National Park**
The Department of Environment and Conservation and Parks Canada meet on a regular basis to discuss park boundaries. No formal negotiations on a land transfer agreement have begun. The Steering Committee will review proposed boundaries.

2. Further development and secondary processing of existing and potential natural resources

Complete

✓**Support the Canada–Newfoundland and Labrador Offshore Petroleum Board in the strategic environmental assessment in the Labrador shelf**
The board has concluded public consultations for the Strategic Environmental Assessment (SEA) of the area containing four parcels offered in the Call for Bids and a final report was released. The SEA has concluded that petroleum exploration activity generally can proceed in the Labrador Shelf area with application of standard mitigation measures currently applied to offshore exploratory activities elsewhere in the Newfoundland and Labrador offshore.

✓**Support Newfoundland and Labrador Hydro to conduct an ACOA-funded assessment of technical options for natural gas developments off Labrador**
The assessment, which provides clarity on the viability of potential technologies for natural gas development in Labrador, is completed. Phase one of the study is complete and the report is under review by Nalcor Energy [1].

✓**Negotiate a new federal–provincial funding agreement to include a block of funding for Labrador agricultural development (five-year agreement)**
The Provincial Government entered into a new agriculture cost–shared agreement with the federal government in March 2009. The Growing Forward Framework Agreement will provide funding for land development, food safety, environmental stewardship, innovation and human resource development. Labrador farmers can apply for funding through six programs: Agriculture Innovation Program, Agriculture Land Development Program, Agriculture Opportunities Program, Agriculture Sustainability Program, Mitigating Agriculture Risks Program, and the New Farm Investment Program. An annual allocation of $500,000 has been provided to address the unique

[1] The province's energy corporation was created in May 2007 and formally named Nalcor Energy in December 2008. Nalcor Energy is the parent company of Newfoundland and Labrador Hydro and the Oil and Gas Corporation of Newfoundland and Labrador.

challenges and opportunities to develop the agriculture and agrifoods industry in Labrador.

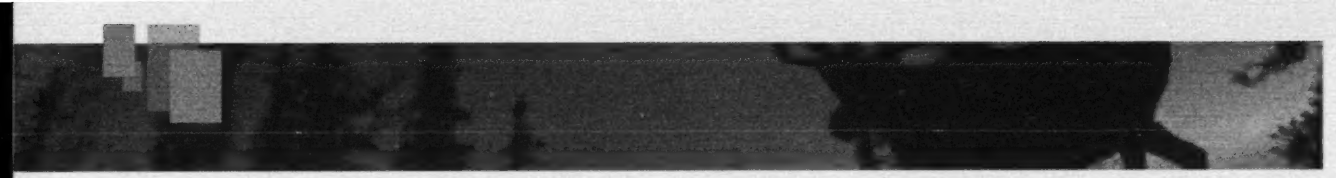
✓**Complete the Dairy Feasibility Study for central Labrador and follow up on recommendations of the study**
The report was completed in March of 2008. The consultant concluded that establishing a dairy industry was not feasible in the Central Labrador region.

✓**Continue to support and consult with the Labrador representatives on the Agriculture Policy Framework Industry Advisory Committee, and continue to work with agricultural organizations in Labrador**
The Provincial Government entered into a new Growing Forward Framework Agreement with the federal government in March 2009 to replace the Agriculture Policy Framework Agreement. A Growing Forward Industry Advisory Committee will be established with representation from Labrador, to enhance communications with industry. Industry consultations and producer information sessions will continue to be held over the life of the agreement.

Not Complete

- **Provincial Energy Plan Implementation: Study to evaluate alternative energy sources for isolated diesel communities**
Some $250,000 was funded to conduct an alternative energy study to better define alternative energy development opportunities in coastal Labrador. Work is being undertaken by Newfoundland and Labrador Hydro, which is seeking to gain a better understanding of the potential alternative energy sources in the area to complement the current diesel-based generation in seven coastal communities (Cartwright, Charlottetown, Hopedale, Makkovik, Mary's Harbour, Nain and Port Hope Simpson). Monitoring equipment has been purchased and is on site with data collection underway to confirm wind, solar and precipitation levels in these communities. A Request For Proposals will be issued for the provision of hydrology analysis services, with the consultant beginning work by the end of April and submitting a completed report by fall 2010.

- **Provincial Energy Plan Implementation: Energy Efficiency pilot project in coastal Labrador**
Some $250,000 was funded to conduct an energy efficiency community pilot project to improve energy efficiency in two Labrador coastal communities, Port Hope Simpson and Hopedale. Work is being undertaken by Newfoundland and Labrador Hydro (NLH), which has subcontracted the services of the Conservation Corps to provide project management and oversight. The project will be delivered through a community-based approach in partnership with local community governments, and will develop an electrical end use survey in consultation with NLH as well as collect various types of information including building profile data, usage behaviour around energy, water and transportation. The pilot project, which will include a public education and outreach campaign for youth and the community, is expected to conclude in early 2010.



Continuous

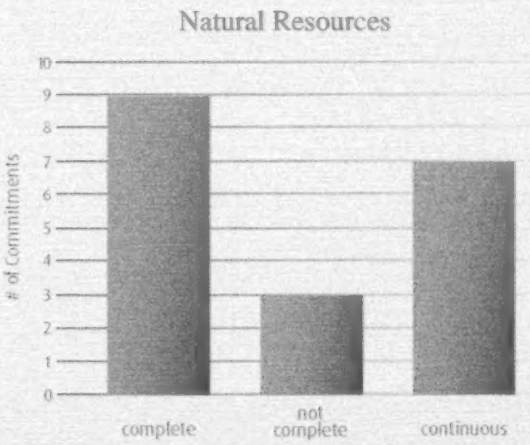
- **Complete sustainable forest management plans for all forest management districts in Labrador and ensure they are implemented and updated as required**
  Districts 19(a), 20 and 21 are complete. The first draft and all public consultations for the plan in District 23 are complete and a submission is expected in the fall of 2010. All new and renewed five-year operating plans are approved by the Minister of Environment and Conservation. The creation of Annual Operating Plans derived from approved five-year operating plans are the responsibility of the Department of Natural Resources' Forestry Branch.

- **Follow through on the Strategic Plan to Develop Labrador Secondary Manufacturing and Value Added Wood Products Industry through the Interdepartmental Working Committee's marketing assessment and investor attraction strategy**
  Three proposals were received. Proposals have been reviewed and recommendations have been forwarded for approvals.

- **Increase the commercial forest land base in Labrador by undertaking an expanded forest inventory**
  Areas were successfully flown south of Carter Basin, between Charlottetown and Port Hope Simpson, and east of Sandwich Bay. The remaining areas were delayed due to inclement weather.

- **Assist the Nunatsiavut Government in the development of a strategy for optimum utilization of fisheries resources in northern Labrador**
  The Department of Fisheries and Aquaculture has met with Nunatsiavut Government officials to discuss progress of its fishery strategy, has provided any information requested and is working with them to address their fishery issues. The department continues to support fishery-related work of the Nunatsiavut Government.

- **Encourage underground development at the Voisey's Bay Project**
  Vale Inco is continuing its program of exploration and evaluation of the underground resource at Voisey's Bay. As one of the amendments to the Development Agreement agreed to in February 2009, the company has provided the Provincial Government with the results of its first-stage engineering and design study of the potential for underground mining and has committed to completion of its second stage engineering and design study by June 30, 2011. The Department of Natural Resources continues to meet with the company and has encouraged an acceleration of underground development.



Of the 21 commitments within the theme Natural Resources covering the first 2 years, 47 per cent are completed. An additional 37 per cent are ongoing commitments. With respect to the first incomplete commitment; the position has been advertised but unfortunately no qualified candidate was identified. Although not complete, the implementation of the Provincial Energy Plan is progressing well, with two programs underway in Labrador. An alternative energy study is underway to determine the potential for alternative energy sources to complement existing diesel generation including solar, wind and mini-hydroelectric possibilities and is designed to assist residents and businesses to conserve energy and manage consumption. Results of this study are expected in fall 2009. An Energy Efficiency Pilot Program is also underway in Hopedale and Port Hope Simpson, with results expected in fall 2009.

Progression is ongoing with the continuous commitments. A committee has been formed to continue the development of the Protected Road Plan.

2.3 Tourism and Cultural Development

Both tourism and culture remain important priorities for social and economic development of Labrador. The

region's distinct Aboriginal and settler cultures offer very diverse and unique lifestyles.

Tourism presents many new opportunities for Labrador. The Provincial Government continues to expand its winter tourism strategy and enhance the world-class hunting and fishing industries currently available within the region. With the increasing popularity in cruise ship visits and new highway infrastructure, Labrador has potential to further develop as a tourism destination of choice.

Promoting and fostering the uniqueness of Labrador, both in culture and in geographic beauty, will be a continual focus for the Williams Government.

Goal

A strengthened tourism industry in Labrador that maximizes social and economic benefits

Two main themes prevail in strengthening the tourism sector in Labrador: increased supports and access.

Objectives

1. Increased supports for tourism information sites of contact

Complete

✓**Continue financial support for Destination Labrador**
Funding of $100,000 has been allocated to Destination Labrador and will continue. An additional $50,000 was announced annually in Budget 2009 for the next three years.

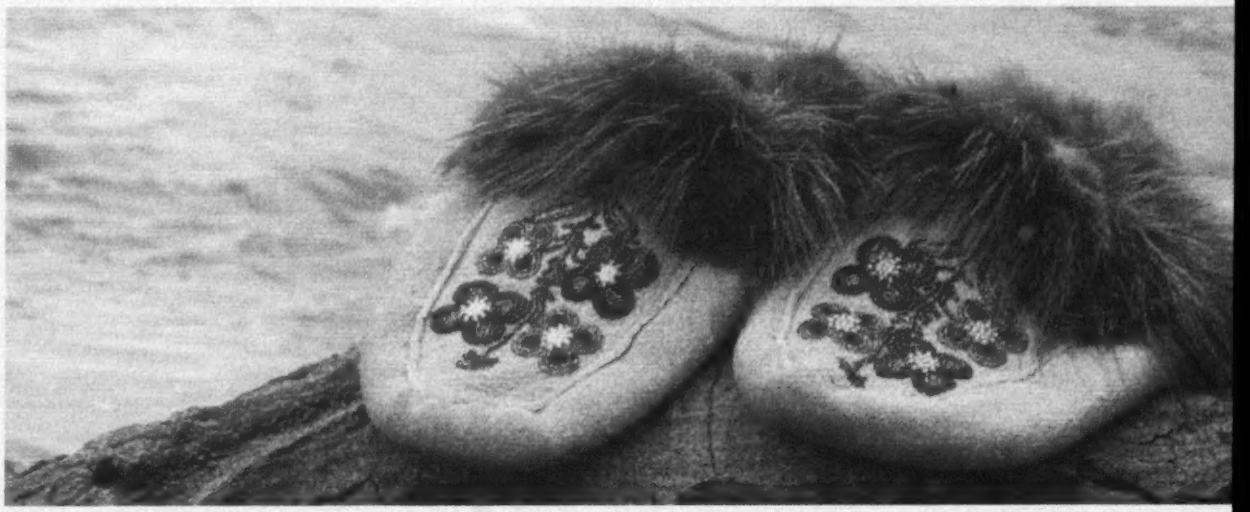
✓**Increase interpretative services on ferry routes**
Posters and brochures are provided on all ferries servicing Labrador.

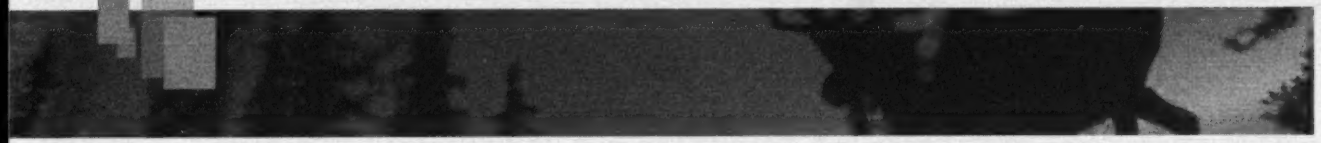
✓**Enhance the Labrador Interpretation Centre**
There have been recent upgrades by The Rooms Corporation which supported a balanced representation of Labrador cultures in the centre's permanent exhibit. Enhancements include a permanent Labrador Métis Nation exhibit and five new temporary exhibits.

✓**Maintain annual funding for visitor information centers for the primary points of entry in Labrador West, central Labrador, and the Labrador Straits**
Funding is and will be maintained at $20,000 annually.

Continuous

- **Continue cultural tourism planning as it relates to the Torngat National Park**
The Department of Tourism, Culture and Recreation is a member of a consultative committee with Parks Canada that seeks collaboration on a number of initiatives and issues including the Torngat National Park.





2. Improved access throughout the region to support tourism activities

Complete

✓**Increase Labrador Transportation Grooming Subsidy to reflect rising operational expenses including gas prices and insurance costs**
Funding was increased by $150,000 in Budget 2007 to total $390,000.

✓**Increase signage and tourism information along the Trans Labrador Highway**
Some $100,000 was allocated in Budget 2007 for the following new replacement signs: 14 community signs, 11 welcome and directional signs, 44 trail confirmation signs, six distance signs, and eight river-bridge signs.

✓**Provide enhancements to the Pinware River Park**
Enhancements included seven new campsites to accommodate large trailers, a hydro-seeding component, a comfort station and trailer dumping station.

✓**Provide funds to re-route trails on the north coast of Labrador away from water crossings and re-cut overgrown areas on certain sections of the trail system**
A Trail Inspector was hired through the Department of Labrador and Aboriginal Affairs on February 23, 2009 to inspect trails and work with the communities. Some $100,000 was provided during 2009 to development associations and Inuit Community Governments for signage, aerial surveys and trail cutting.

✓**Provide flexibility with the ferry service in the Labrador Straits and consider extending the season as ice conditions permit**
The season was extended from April 13–January 24 in 2006–07 (additional 29 days). In 2008–09, the season ran from April 28–January 15 for a total of 262 days operating. The schedule is also enhanced, offering an additional 42 runs for the 2009–10 marine season.

Goal

Maintenance and strengthening of cultural integrity in Labrador

Labrador cultures need to be supported and enhanced by the Provincial Government. Through the planning process, three avenues of support emerged; awareness, enhancement of culture and preservation.

Objectives

1. Increase awareness of traditional Labrador crafts and various Labrador cultures throughout the province

Complete

✓**Support the Newfoundland and Labrador Arts Council Outreach Program for Labrador**
A Cultural Development Officer has been hired in 2007 and is located in Happy Valley–Goose Bay. The program is operational.

✓**Increase funding and promote the Cultural Travel Subsidy component of the Labrador Travel Subsidy for amateur and professional artists of Labrador and for youth cultural exchanges**
Increase in funding to $100,000 in Budget 2007. As part of the Newfoundland and Labrador Arts Council Outreach Program, a new Cultural Development Officer has been hired. Forty-three meetings and information sessions have been held with individual artists or groups such as the Labrador Heritage Society, and public presentations were delivered.

✓**Increase outreach of The Rooms Corporation through the enhancement of the Labrador Interpretation Center and continue to explore partnerships in Labrador**
There have been recent upgrades by The Rooms Corporation which supported a balanced representation of Labrador cultures in the centre's

permanent exhibit. Enhancements include a permanent Labrador Métis Nation exhibit and five new temporary exhibits.

✓**Continue support of the Craft Council of Newfoundland and Labrador**
Funding is maintained to support the Craft Council of Newfoundland and Labrador. The council activities result in increased awareness of Labrador crafts culture among participants. Supporting and partnering is an ongoing mandate of the Provincial Government.

2. Maintain and enhance traditional craft skills throughout Labrador

Complete

✓**Support the Newfoundland and Labrador Arts Council Outreach Program for Labrador**
A Cultural Development Officer was hired in 2007 and is located in Happy Valley–Goose Bay. The program is operational.

✓**Continue support of the Craft Council of Newfoundland and Labrador**
Funding is maintained to support the Craft Council of Newfoundland and Labrador. The council activities result in increased awareness of Labrador crafts culture among participants. Supporting and partnering is an ongoing mandate of the Provincial Government.

3. Ensure preservation of various types of Labrador's culture and heritage

Complete

✓**Support efforts by communities to identify heritage resources and ways to develop and preserve them**
A Cultural Development Officer was hired under the Newfoundland and Labrador Arts Council Outreach Program and has established an office in Happy Valley–Goose Bay.

✓**Develop an Aboriginal Intangible Cultural Heritage Program**
An Aboriginal Advisory Committee was formed to help develop the program. The program is developed and has been implemented.

✓**Provide cultural awareness training for prosecutors, educators and professionals who will work in Labrador to ensure they understand and appreciate the cultural uniqueness of the Innu and Inuit peoples**
Diversity training was delivered in Happy Valley–Goose Bay to a number of public servants within the Provincial Government. Officials from the Department of Labrador and Aboriginal Affairs currently sit on a newly-formed diversity working group within the Provincial Government.

✓**Continue to provide financial support to Them Days Inc. and support the development of a Labrador-based archive**
The Provincial Government continues to provide funding to Them Days Inc. Some $200,000 was provided towards the development of a Labrador-based archive.

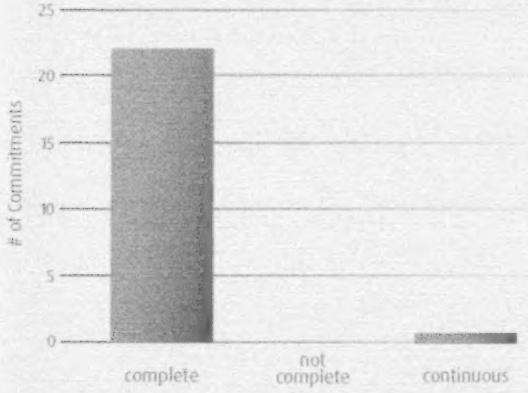
Courtesy of Newfoundland and Labrador Tourism

✓**Continue to fund and support the Labrador Creative Arts Festival**
Funding of $8,000 is provided annually through the Cultural Economic Development Program.

✓**Continue to financially support the Labrador Winter Games**
Funding of $500,000 has been allocated for the upcoming games in 2010.

✓**Ensure that provincial organizations such as Association of Newfoundland and Labrador Archives, Museum Association of Newfoundland and Labrador, Writers' Alliance of Newfoundland and Labrador and Visual Artists of Newfoundland and Labrador continue to include Labrador in their ongoing activities**
Annual funding is provided with Labrador representation on each organization.

Tourism and Cultural Development



Great success has been achieved in this theme with no unfinished commitments for the theme Tourism and Cultural Development.

Of the 23 commitments with the first two years, approximately 96 per cent scheduled for completion have been accomplished under the theme of Tourism, Culture and Development. There are no outstanding commitments from the first two years. One highlight from the theme is the enhancements to the Pinware River Park which includes seven new campsites to accommodate large trailers, a hydro-seeding component, a comfort station and trailer dumping station. This will allow tourists a sufficient area to camp.

Another highlight is the creation of the Labrador Cultural Outreach Program Officer position in Happy Valley–Goose Bay. The co-ordinator is responsible for administering the Labrador Cultural Travel Fund and promoting the programs offered through Newfoundland and Labrador Arts Council to local artists. The co-ordinator also assists the Department of Tourism, Culture and Recreation to promote the culturally relevant programming offered through the department.

Continued support for Destination Labrador is another highlight. This support is enabling this vital tourism organization to implement its marketing and product development activities.

2.4 Education and Employment

Access to, and the provisions of, both a suitable education system and a reliable labour market are vital to all aspects of economic and social development throughout Labrador. The level and types of education among the population has a direct impact on the labour market within Labrador. The Williams Government recognizes the unique cultures within Labrador and the importance of it being reflected in the education and employment fields.

Goal

An education system that produces outcomes for student achievements that are comparable to other parts of the province while valuing traditional knowledge.
The existence of suitable infrastructure and provision of adequate programming are vital components in an education system that meets the changing demands of the province and Labrador specifically. This includes all levels of education from pre-school, primary–secondary, and post-secondary. The following summarizes the two main objectives that have evolved through the analysis of the issues raised related to education.

Objectives

1. Improved and increased infrastructure for educational programming throughout Labrador

Complete

✓**Continue preliminary discussions on the concept and feasibility, including engineering and environmental-related work, of a fibre optic link throughout Labrador**
The field work for the first phase of the study was completed in May 2008. Site visits were made along the Labrador Straits to determine the best landing locations for the cable-laying ship. Some $100,000 was spent on the Labrador study in 2007–08.

✓**Contribute to the construction of a new school in Sheshatshiu**
The Provincial Government provided $4 million towards the construction of the facility. The school opened for the 2009 school year.

Not Complete

- **Construct a new facility for the Francophone school in Happy Valley–Goose Bay**
  The tender has been awarded and construction has commenced with an anticipated completion date of early 2010.

2. Enhanced educational programming offered within Labrador

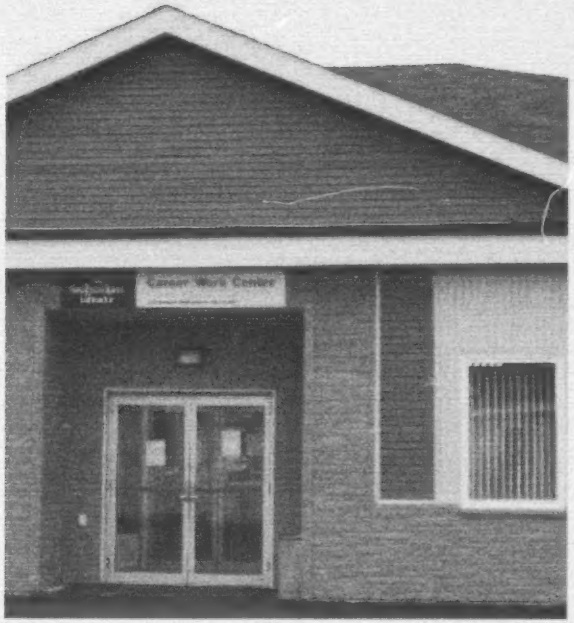
Complete

✓**Follow up on the recommendations of the Skills Task Force report once released, focusing on issues that could impact Labrador in particular**
An Industry Co-ordinating Committee (ICC) consisting of representatives from business, labour, post-secondary training institutions, and other key stakeholder groups was established in 2008 to identify specific skill sets required by industry to ensure the provincial education system is responding to the needs of large-scale development projects. Since 2006, the Provincial Government has committed more than $50 million towards the Skills Task Force action plan, supporting apprenticeship, science and technology, programming, training and infrastructure. Initiatives include the introduction of two new nine-month apprenticeship programs at College of the North Atlantic's Labrador West campus in industrial mechanic (millwright) and construction–industrial electricians and the expansion of second and third-year university courses to Labrador through distance delivery.

✓**Establish two Resource Facilitators at the College of the North Atlantic in Labrador to assist persons with disabilities**
Resource Facilitators are now in place at the Labrador West and Happy Valley–Goose Bay campuses.

✓**Ensure that the Culture Connections Strategy results in cultural benefits for Labrador**
Funding was provided to: take artists to schools in rural and remote areas of Labrador; increase the number of teachers and students who attend the annual Labrador Creative Arts Festival; increase the number of teachers and students who participate from schools across Labrador in the regional component of the Provincial High School Theatre Festival; and develop Aboriginal-focused print materials. ArtsSmart and the Visiting Artists Program have provided an opportunity for schools in Labrador to have artists visit and work with students in the areas of art, music and drama.

✓**Build on recommendations of the Philpott Report by working with Indian and Northern Affairs Canada and the Innu on an implementation plan**
Recommendations have been addressed through a Joint Transition Authority comprised of Innu representatives (from both Natuashish and



Sheshatshiu), the Department of Indian and Northern Affairs Canada, and the Department of Education. The Innu Nation has established its own education board, Innu Education Board, and in July 2009 assumed responsibility for K-12 education in Innu communities.

✓**Establish an Aboriginal Literacy Development Consultant in Labrador to work closely with members of the Aboriginal Community to develop culturally relevant literacy and Adult Basic Education programming**
An Adult Aboriginal Literacy Consultant has been hired by the Department of Education and began work in Happy Valley–Goose Bay in July 2009 to develop culturally-relevant curriculum to better address adult literacy challenges in Aboriginal communities.

✓**Support the efforts of the Provincial Apprenticeship and Certification Board in its review of existing apprenticeship policies**
Work is ongoing in the review of apprenticeship policies. Changes have been made to the journeyperson to apprenticeship ratio to provide greater opportunity for more apprentices to learn their skills with appropriate supervision and in a safe environment. Some $200,000 has been allocated to increase participation of Aboriginal people in apprenticeship programs while another $400,000 has been invested to increase female participation in apprenticeship programs offered throughout the province.

Not Complete

- **Ensure Labrador sites are utilized in offering part-time Adult Basic Education courses as required**
The Department of Education is developing a Strategic Adult Literacy Plan which will explore the potential for expanded literacy program delivery throughout the province using distance delivery and part-time offerings.

Continuous

- **Support the continuation of the Provincial Futures in Skilled Trades and Technology program after the three-year pilot project is completed and expand the number of sites offered in Labrador**
The pilot was expanded through the Centre for Distance Learning and Innovation to students in Makkovik in September 2007. The Department of Education is currently working on a proposed small-school implementation plan which was implemented in Makkovik for the 2009–10 school year.

- **Continue offering programming-curriculum that values traditional culture in the primary-secondary school system and conduct an evaluation of existing programs-curriculum**
A complete series of books for kindergarten students in Innu Aimun has been completed.

- **Continue to offer Adult Basic Education programs where needed**
Adult Basic Education (ABE) is offered at the College of the North Atlantic through its Happy Valley–Goose Bay and Labrador West campuses (including satellite sites in North West River, Hopedale, Nain, Natuashish, Port Hope Simpson and Rigolet) with about 260 students enrolling annually. ABE is also available at the Vale Inco Mine Site in Voisey's Bay and the Labrador Correctional Centre in Happy Valley–Goose Bay. An ABE style high school program is also being piloted in two coastal Labrador schools to provide support for at-risk students to complete high school credits and prepare for post-secondary education.

- **Work with partners and Aboriginal governments and organizations to enhance K-12 initiatives to**

prepare Aboriginal young people in Labrador for post-secondary education
Work has proceeded on identifying and developing culturally relevant curriculum resources and providing professional development for teachers. Other areas of work include: support for local course development; guidance services; exchange programming; after-school programming; training for non-Aboriginal teachers working in Innu and Inuit communities to better understand the culture; and an Adult Basic Education style high school program that is being piloted in two coastal Labrador schools to provide support for at-risk students to complete high school credits and prepare for post-secondary education.

Goal
A labour market supply in Labrador that meets employment demands within the region

Objective
1. Increased access to adequate employment for local people and improved retention initiatives to support labour market demands

Complete
✓**Follow up on the recommendations of the Skills Task Force report; focusing on issues that could impact Labrador in particular**
An Industry Co-ordinating Committee (ICC) consisting of representatives from business, labour, post-secondary training institutions, and other key stakeholder groups was established in 2008 to identify specific skill sets required by industry to ensure the provincial education system is responding to the needs of large-scale development projects. Since 2006, the Provincial Government has committed more than $50 million towards the Skills Task Force action plan, supporting apprenticeship, science and technology, programming training and infrastructure. Initiatives include the introduction of two new nine-month apprenticeship programs at College of the North Atlantic's Labrador West campus in industrial mechanic (millwright) and construction-industrial electricians and the expansion of second and third-year university courses to Labrador through distance delivery.

✓**Continue to offer retention bonuses for teachers in remote areas**
A $5,000 retention bonus is available for teachers working in remote areas of the province. This practice will continue.

✓**Increase Career, Employment and Labour Market services staffing in Labrador**
Staffing was increased through the hiring of the following: a Career Development Specialist in August, 2008 in Labrador West; a Regional Career Information Resource Officer (RCIRO) in August, 2008 in Happy Valley–Goose Bay; a Regional Manager of Labour Market Development in December, 2008 in Happy Valley–Goose Bay; and an RCIRO for the Career Education in Schools initiative in July, 2008 in Happy Valley–Goose Bay, for a total of four positions. Two additional positions are expected to be filled in Happy Valley–Goose Bay in 2009–10.

A new office was built in Happy Valley–Goose Bay for the Department of Human Resources, Labour and Employment which includes a Career Work Centre. Services similar to those offered in a Career Work Centre will also be provided in Labrador West.

✓**Support efforts aimed at addressing recruitment and retention challenges in the provincial core public service**
A Manager of Human Resources Planning and Development was hired by the Public Service Secretariat in July 2009 and is working in Happy Valley–Goose Bay. The Manager will be responsible for reviewing efforts aimed at addressing recruitment and retention challenges in Labrador and in other rural areas of the province.

✓**Implement a pilot project called Steps Toward Employment and Personal Success (STEPS)**
STEPS is a project to increase an individual's ability to attach to and participate in the workforce and to improve the labour market supply through job readiness training. The 26-week pre-employment development program was offered in partnership with the Labrador Friendship Centre in Happy Valley–Goose Bay. This pilot project was extended into a second year.

✓**Develop programs for the recruitment and retention of qualified candidates for Environmental Health positions in Labrador**
Five students were enrolled in the bursary program, two of which are from Labrador. One Environmental Health Officer began work in Happy Valley–Goose Bay on November 14, 2007. First graduates from the program were in 2008, and there are ongoing competitions to fill positions in Labrador.

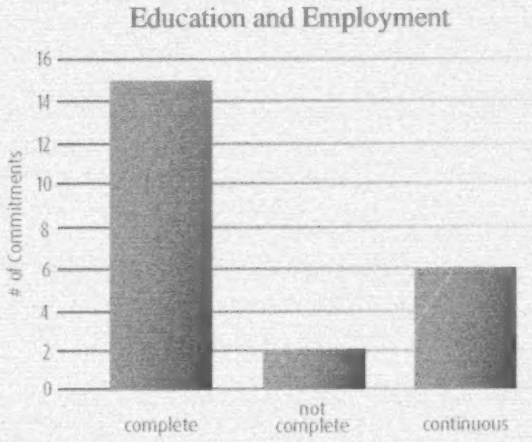
✓**Continue the Labrador: *Come Work and Play* awareness campaign for recruiting purposes**
Funding was provided towards a marketing strategy through its "Opportunities Newfoundland and Labrador" initiative. Specific consideration is given to Labrador in the strategy. Department of Labrador and Aboriginal Affairs officials sit on the Opportunities Newfoundland and Labrador Working Group that will work towards implementing the strategy.

Continuous

- **Continue to address recruitment and retention issues for healthcare professionals and specialists such as audiologists, psychologists, dialysis and dentists by maintaining retention bonuses**
  There have been four meetings of Department of Health and Community Services' Health Human Resource Work Force Planning Steering Committee which is examining recruitment and retention issues since January 2009. Themes, goals and actions have been determined and will inform the workforce plan, which is expected to be in draft form by fall 2009.

- **Support labour market challenges through the work of the Provincial Immigration Strategy**
  Since 2007, there have been several meetings and ongoing work in Labrador to promote increased immigration and settlement initiatives. Examples include funding for the development of immigration web portals in Labrador City, Happy Valley–Goose Bay and the Labrador Straits region, awareness sessions on the multiculturalism policy, and the hiring of a Settlement and Immigration Consultant for Labrador. Since the launch of the immigration strategy, a total of 34 people (principle applicants plus dependents) have been nominated under the Provincial Nominee Program. These individuals are providing valuable services to the people of Labrador and by becoming residents, will be able to make a long-term contribution to their communities.

Of the 23 commitments within the first two two years, approximately 61 per cent scheduled for completion have been accomplished under the theme Education and Employment. There are two outstanding commitments from the first two years. Some 26 per cent of the commitments are continuous and remain ongoing and monitored.



There are a number of highlights under the theme of Education and Employment which include large construction projects, such as a new Francophone school in Happy Valley–Goose Bay, new College of the North Atlantic campus in Labrador West, new K-12 school in Sheshatshiu and in L'Anse au Loup that not only strive towards better education for the youth and adults in Labrador but also support employment opportunities in both the construction and education fields.

With the opening of a new Career Work Centre in Happy Valley–Goose Bay and Labrador West in 2009, an increase in career, employment and labour market services has become available to support the region's current and future labour market demands. All persons requiring assistance with career and employment can avail of these services.

2.5 Health

Health is an important aspect of social development. Recruitment of health care professionals is a challenge, especially for the more remote communities. Labrador faces many challenges in the delivery and accessibility of healthcare due to the great geographical distances between service delivery points.

Goal

Improved access to primary healthcare services that is responsive to the unique needs of people throughout Labrador

Two main themes prevailed in strengthening the health sector in Labrador: access to programs and services and adequate infrastructure.

Objectives

1. Implement effective programs and services in the health sector that reflect the unique challenges that face Labrador communities

Complete

✓**Facilitate discussions to accommodate the potential for designated seats on the Apollo for medical travel**

Approximately 10 per cent of the space aboard the Apollo is unreserved and allocated at time of departure for last-minute travelers, including medical travel, which is often arranged in conjunction with the Labrador Grenfell Regional Health Authority (RHA).

✓**Support the implementation of the Provincial Wellness Plan, which aims to promote health and prevent illness and injury, by ensuring that policies, programs and initiatives are implemented throughout all of Labrador**

Community/not for profit groups can apply to the Provincial Wellness Grants Program for grants from $5,000 to $50,000 per year to take action on wellness priority areas: active living, physical activity, and healthy eating. There has also been support for increased health authority resources within Labrador, including one Health Promotion Co-ordinator in Happy Valley–Goose Bay, one Regional Injury Prevention and Seniors Health Co-ordinator, one Nurse Educator in Labrador City and one Regional Nutritionist for Labrador.

Continuous

- **Continue to address recruitment and retention issues for healthcare professionals and specialists such as audiologists, psychologists, dialysis nurses and dentists by maintaining retention bonuses and recruitment initiatives**
  Over the past two years, Labrador Grenfell RHA partnered with the College of Licensed Practical Nurses of Newfoundland and Labrador for licensed practical nurses to complete the medication administration and health assessment courses. This continuing education will contribute towards meeting Licensed Practical Nurse licensure requirements by 2012.

  At the provincial level, the above initiative has been supplemented by increased funding for physician recruitment, and expansion in training programs, available seats and infrastructure at the School of Medicine. Additional seats have also been funded at the School of Social Work, the School of Pharmacy and the School of Nursing.

  In Budget 2008, an additional $2 million was approved for the four health authorities in province, including Labrador Grenfell RHA, to conduct workforce planning initiatives.

- **Provide financial support for an Emergency Response Initiative under Fire and Emergency Services for pandemic planning and regional emergency situation response**

  In Budget 2007, funding was provided to the four health authorities, including Labrador Grenfell RHA, for Regional Emergency Response Co-ordinators. Health authorities are currently involved in pandemic planning and response.

2. Improved access to primary healthcare services that is responsive to the unique needs of people throughout Labrador

Complete

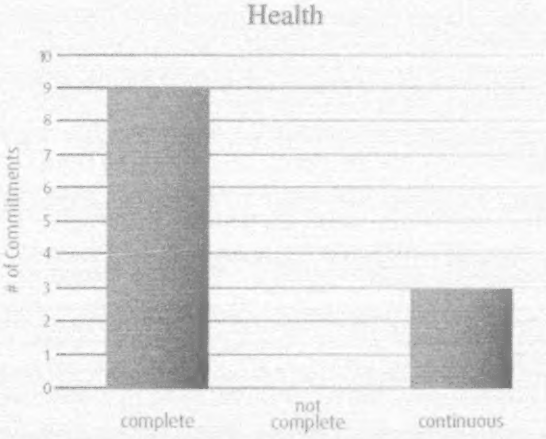
- ✓**Increase reimbursement of claimable expenses under the Medical Transportation Assistance Program for residents that incur significant travel costs in order to receive medical treatment**
  Enhancements included: increasing reimbursement for Labrador residents from $500 to $1,000 during a 12-month period; increasing the cost-shared portion of eligible expenses in excess of $5,000 in a 12-month period from 50 per cent to 65 per cent; increasing the 31-day capped meal allowance from $650 to $700; increasing the maximum per diem claimable for purchased registered accommodations from $75 to $125; increasing the maximum 31-day cap for purchased registered accommodations from $1,000 to $1,500. Travel by recognized busing service providers was also approved as a claimable expense.

- ✓**Establish a Family Resource Co-ordinator position through the Labrador Grenfell Regional Health Authority to enhance family resource programming in the region**
  The position was filled by Labrador Grenfell RHA in September 2007. The Co-ordinator is working from Happy Valley–Goose Bay.

- ✓**Provide Picture Archiving and Communications Systems for the Labrador Health Centre and Captain William Jackman Memorial Hospital**
  Electronic transfer and storage of images are now available at the Labrador Health Centre and the Captain William Jackman Memorial Hospital.

- ✓**Strengthen the Telehealth network and video conferencing capacity in Labrador to improve access to address chronic disease management in Labrador**
  A full range of chronic disease management services are available in all sites in Labrador (19 sites).

- ✓**Fund two new positions to support services for persons with developmental disabilities in Labrador**
  An additional two positions have been hired in 2007–08 to support services for persons with developmental disabilities in Labrador, for a total of seven positions.



✓**Increase administrative and technology support to reduce wait times for laboratory test results and to enhance care for surgery patients in western Labrador**
Additional administrative and technological supports are in place to reduce wait times for results and enhance care for surgery patients at the Captain William Jackman Memorial Hospital.

✓**Enhance social work staffing to address the needs of children and families and clients on income support**
A Liaison Social Work position has been recruited and will begin work in Happy Valley–Goose Bay in November 2009.

Continuous

- **Enhance social work staffing to address the needs of children and families, and persons with mental health and addictions issues**
In September 2008, the Labrador Grenfell RHA, in partnership with St. Thomas University of New Brunswick, the Nunatsiavut Government and the Department of Health and Community Services, offered the first courses in the Labrador Bachelor of Social Work Post Degree Program (LBSW). Twenty-three students from the area enrolled in the two-year course and are committed to working within the region for at least three years upon completion of the program.

Of the 12 commitments within the first two years, approximately 67 per cent scheduled for completion have been accomplished under the theme Health. There are no outstanding commitments from the first two years. Some 25 per cent of the commitments are continuous and remain ongoing and monitored.

Some of the highlights under the theme Health included enhancements to the Medical Transportation Program, recruitment of a Family Resource Co-ordinator and strengthening the telehealth and video conferencing networks within Labrador to assist both patients and physicians in more remote locations.

2.6 Access to Programming and Services

Residents of the province should have equal opportunity to access services and programming regardless of their location. It is important to expand on the existing services and programs and create new programs to more fully service the region.

Goal

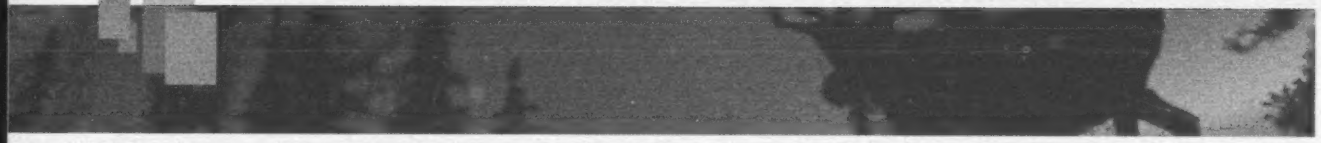
Accessible and effective programs and services that reflect the unique challenges that face Labrador communities Labrador unique challenges such as geography and cultural differences were emphasized throughout the original consultation process. Increasingly, Provincial Government programs and services are being designed and implemented with these characteristics in mind.

Objectives

1. Ensure the unique challenges that Labrador's communities face are reflected when implementing new or existing programming

Complete

✓**Increase funding to the Labrador Travel Subsidy program, including School Sports Newfoundland and Labrador funding**
Program funding increased in 2007–08 by $123,000 to total $423,000. Funding is provided annually.



✓**Provide funding to follow-up on the recommendations from the Business Retention and Expansion Program**
The Williams Government approved $117,990 for nine Labrador initiatives in 2007–08 to follow up on the recommendations from the Business Retention and Expansion program such as: Expo Labrador 2007, a Supplier Development Session, a Harris Centre Regional Workshop, a Circumpolar Agriculture Conference 2007, a Fur Sector Workshop, a Northern Lights Conference and Trade Show, two additional Business Retention and Expansion planning sessions and a Craft and Agriculture Fair. The Department of Innovation, Trade and Rural Development's suite of programs and services continuously supports business retention and expansion in Labrador.

✓**Increase funding and promote the Cultural Travel Subsidy component of the Labrador Travel Subsidy for amateur and professional artists of Labrador and for youth cultural exchanges**
Increase in funding to $100,000 in Budget 2007. As part of the Newfoundland and Labrador Arts Council Outreach Program, a new Cultural Development Officer has been hired, forty three meetings and information sessions were held with individual artists or groups such as Labrador Heritage Society and public presentations were held.

✓**Introduce an energy rebate to reduce the cost of basic electricity consumption needs for residential customers in Labrador's rural isolated communities and the Labrador Straits to a level on par with the Labrador Interconnected Rates**
The rebate was implemented for billings generated on or after July 1, 2007. The Provincial Government has allocated a total of $1.6 million towards the energy rebate, annually.

✓**Support travel costs for Labrador youth to attend the 2007 YC Newfoundland and Labrador convention**
Annual funding of $43,000 is provided for travel to the conference.

✓**Expand the eligibility of the Cost of Living Allowance for Income Support clients in Coastal Labrador**
The eligibility criteria were expanded to include singles and couples who do not have children but maintain their own homes. The benefit was previously available only to those in coastal communities, with children. This expanded policy has been implemented and is ongoing in the delivery of Income Support.

✓**Increase Air Foodlift Subsidy funding through the Poverty Reduction Strategy by $200,000 to support access to healthy foods for coastal residents of Labrador**
An increase was provided in Budget 2008. Evaluation of the program began in summer of 2009.

✓**Provide funding to the Aboriginal Sport and Recreation Council for Aboriginal sport and staff development**
The Provincial Government funded $50,000 to the council allowing participation in the North American Indigenous Games in 2008–09. Forty-four athletes attended to represent the province.

✓**Provide funds to re-route trails on the north coast of Labrador away from water crossings and re-cut overgrown areas on certain sections of the trail system**
A Trail Inspector was hired through the Department of Labrador and Aboriginal Affairs on February 23, 2009 to inspect trails and work with the communities. Some $100,000 was provided during

2009 to development associations and Inuit Community Governments for signage, aerial surveys and trail cutting.

✓**Increase funding to the Combined Councils of Labrador for ongoing social and economic development initiatives in Labrador**
An increase in the Combined Councils of Labrador's budget from $100,000 to $120,000 was provided through Budget 2008.

2. Improve the delivery of services that are offered in the region

Complete

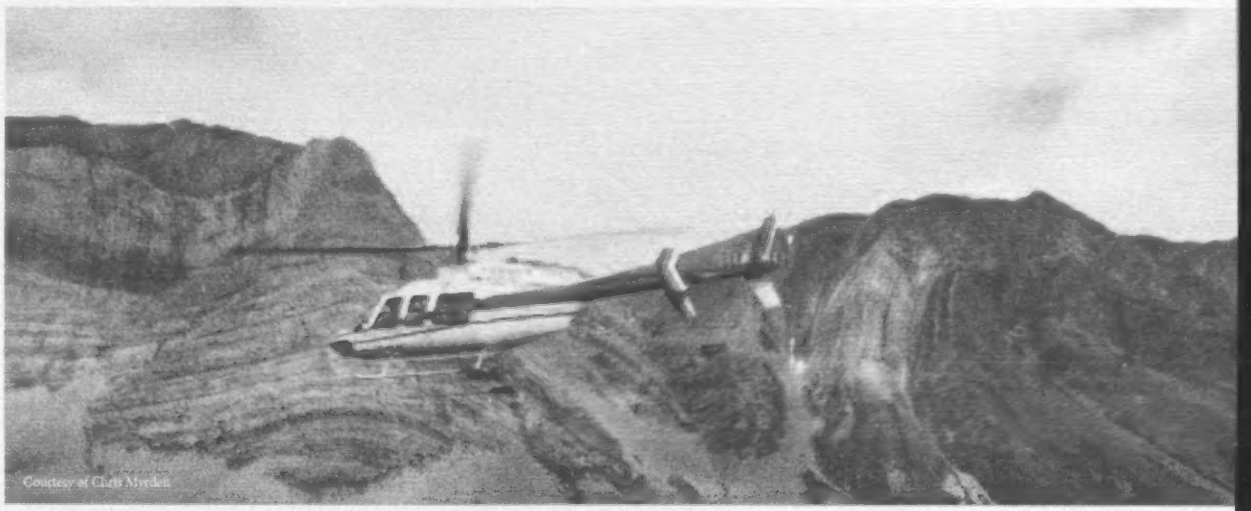
✓**Continue preliminary discussions on the concept and feasibility, including engineering and environmental-related work, of a fibre optic link throughout Labrador**
There were two feasibility studies conducted regarding the fibre optic link to Labrador. The first was a study on running the fibre link on the land portion of Labrador. The second study was for the sub-sea connection from the island to Labrador across the Strait of Belle Isle. The two studies totaled approximately $200,000.

✓**Transfer administration of Combined Councils of Labrador funding to Department of Labrador and Aboriginal Affairs**
Administration of the Combined Councils of Labrador funding was transferred from the Department of Municipal Affairs to the Department of Labrador and Aboriginal Affairs in 2007.

✓**Increase Career, and Employment and Labour Market services staffing in Labrador**
Staffing was increased through the hiring of the following: a Career Development Specialist in August, 2008 in Labrador West; a Regional Career Information Resource Officer (RCIRO) in August, 2008 in Happy Valley–Goose Bay; a Regional Manager of Labour Market Development in December, 2008 in Happy Valley–Goose Bay; and an RCIRO for the Career Education in Schools initiative in July, 2008 in Happy Valley–Goose Bay, for a total of four positions. Two additional positions are expected to be filled in Happy Valley–Goose Bay in 2009–10. A new office was built in Happy Valley–Goose Bay for the Department of Human Resources, Labour and Employment which includes a Career Work Centre. Services similar to those offered in a Career Work Centre will also be provided in Labrador West.

✓**Continue support for the Fetal Alcohol Spectrum Disorder research project at the Labrador Correctional Centre**
A Fetal Alcohol Spectrum Disorder Co-ordinator was hired in 2007. Budget 2009 announced permanent salary dollars for this position to continue work at the Labrador Correctional Centre.

✓**Provide funding for a feasibility study and needs assessment for a regional recreational sportsplex in central Labrador**
Some $100,000 was provided in Budget 2007–08 and the study was completed.


Courtesy of Chris Myrden

✓**Undertake a review of the service delivery model for the Motor Registration Division and Government Services Centres in the Labrador region**
A review was completed in 2008. It was determined that the Motor Registration Division in Happy Valley–Goose Bay would become a full service division.

✓**Provide additional support for the delivery of Government Service Centre programs to the public through the provision of a dedicated Manager of Operations position in Labrador**
The review was completed. A Manager of Operations began working at the Government Service Centre in Happy Valley–Goose Bay in 2007.

✓**Enhance services available at the Happy Valley–Goose Bay Government Services Centre to provide full service Motor Vehicle Registration Division**
$153,400 was approved in Budget 2008 to support the expansion of partial Motor Registration Division services to full services in Happy Valley–Goose Bay.

✓**Increase Highway Enforcement in Labrador with an additional Highway Enforcement Officer position**
There is one Highway Enforcement Officer (HEO) located in Happy Valley–Goose Bay. One additional HEO was hired by the Department of Government Services for Labrador City in 2007.

✓**Ensure monitoring and assessment of water quality in Labrador**
There is an increase from 10 to 23 ambient water quality stations and five annual ambient water quality sampling events; an increase from zero to 10 real-time water quality stations and three real-time water quality monitoring sampling events; and an increase from two to four drinking water sampling events.

✓**Provide funding for feasibility, engineering and environmental studies related to establishing a fibre optic link to Labrador**
There were two feasibility studies conducted regarding the fibre optic link to Labrador. The first was a study on running the fibre link on the land portion of Labrador. The second study was for the sub-sea connection from the island to Labrador across the Strait of Belle Isle. The two studies totaled approximately $200,000.

✓**Hire a Program Co-ordinator to effectively administer Labrador-specific programming through the Department of Labrador and Aboriginal Affairs**
The Program Co-ordinator was hired in November 2007. The position is located in Happy Valley–Goose Bay to oversee such programs as the Air Foodlift Subsidy and the Labrador Transportation Grooming Subsidy.

Continuous

- **Offer gender-based analysis training to government employees in Labrador to support departments in delivering programs and services as intended for women**
The Provincial Government is working with the Centre for Learning and Development and Aboriginal women's organizations to develop appropriate gender-based analysis training. Training was developed and implemented in 2007 but was deemed not efficient to meet the needs of the public service sector.

3. Improve justice services and emergency responses in Labrador

Complete

✓**Increase the number of prosecutors to effectively deal with the existing caseload**
There were four new prosecutors hired in Labrador since 2007; one in Wabush and three in Happy Valley–Goose Bay.

✓**Create a Co-ordinator position for the RCMP's Community Justice Forums program to benefit coastal communities**
A Co-ordinator was hired in 2007, internally by RCMP, through funding by the Department of Justice.

✓**Organize an Aboriginal Justice Symposium to promote dialogue between Aboriginal people and the justice system**
A symposium was conducted in spring 2008 in Happy Valley–Goose Bay.

✓**Provide an additional solicitor for Child, Youth and Family Services in Labrador**
Recruitment concluded and the position was filled in November 2007. A Solicitor is located in Happy Valley–Goose Bay at the Legal Aid office. The

position lends supports to child, youth and family services matters.

✓**Increase existing staff positions to support justice initiatives in Labrador**
New positions have been created as follows: Crown Attorneys for Wabush and Happy Valley–Goose Bay, Administrative Secretary for the Crown in Happy Valley–Goose Bay, Sheriff Officers for Wabush, Aboriginal Court Clerks for Happy Valley–Goose Bay, Legal Aid Solicitors for Wabush and Happy Valley–Goose Bay and Legal Aid Social Worker in Happy Valley–Goose Bay, Family Justice Service positions in Wabush and Happy Valley–Goose Bay, and a Labrador Liaison position in Happy Valley–Goose Bay. There are also a number of policing positions recruited for Labrador: two positions for a drug unit stationed in Happy Valley–Goose Bay, four-member relief team stationed in Happy Valley–Goose Bay, one civilian position in Happy Valley–Goose Bay and one public service position for Natuashish. It should be noted that the positions stationed in Happy Valley–Goose Bay provide support to other areas in Labrador.

✓**Provide videoconferencing capabilities for the Wabush Provincial Court and the Happy Valley–Goose Bay Supreme Court**
Videoconferencing is available in Wabush and Happy Valley–Goose Bay courts.

✓**Increase the number of justice positions in Labrador to support enforcement services**
Six additional RCMP positions were filled. One RCMP support position has been filled and recruitment efforts are ongoing for the second position.

✓**Expand family and criminal justice legal services in Labrador West**
A Legal Aid Lawyer was hired for Labrador West in 2008. Secretarial staff was hired and a new legal aid office was opened in 2009.

✓**Expand existing justice initiatives in Labrador by increasing current Sherriff Officer positions.**
Two new Sheriff Officer positions were created for Wabush. Recruitment efforts are ongoing for remaining positions.

✓**Hire an additional social worker to expand justice support services in Labrador**
A Legal Aid Social Worker position was filled in May 2008 and is located in Happy Valley–Goose Bay.

✓**Hire Two Aboriginal Court Officer Positions for Happy Valley–Goose Bay**
Two Aboriginal Court Officer positions have been filled.

✓**Continue and enhance the grant program to advance violence prevention for women, children and families in Aboriginal communities**
Funding increased from $100,000 to $200,000 in 2009.

Courtesy of Newfoundland and Labrador Tourism

✓**Assess need for family violence programs in Labrador communities**
The assessment was completed for all Labrador communities. Work was conducted through the Women's Policy Office and Violence Prevention Labrador throughout 2007 and 2008.

Not Complete

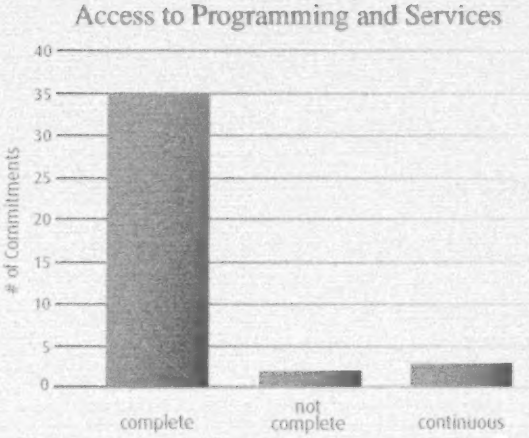
- **Expand Family Justice Services and Court Services in Labrador to address needs in the region, particularly coastal and remote communities**
  New positions were created in western Labrador and Happy Valley–Goose Bay. A solicitor position for Labrador has been filled. Staff was hired in Happy Valley–Goose Bay. Space has been secured and the full staff complement will be achieved as soon as renovations are completed on the space.

- **Research and conduct a feasibility assessment on specialized criminal justice responses for Aboriginal people, with a focus on Sheshatshiu**
  The assessment was completed in 2009. Pilot funding was committed to help support the establishment of the community-based Innu Healing Path Initiative. Planning and discussions are ongoing at this time.

Continuous

- **Provide financial support for an Emergency Response Initiative under Fire and Emergency Services for pandemic planning and regional emergency situation response**
  In Budget 2007, funding was provided to health authorities for Regional Emergency Response Co-ordinators; Labrador Grenfell RHA was one of the health authorities. Health authorities are currently involved in pandemic planning and response.

- **Continue to work towards the conclusion of Community Tripartite Agreements under the First Nations Policing Policy with the federal government as successful conclusion of these agreements will provide additional funding to be invested in Labrador communities**
  Community Tripartite Agreements were signed in 2007 for Nain, Hopedale, Rigolet and Makkovik. The Provincial Government has expressed interest in entering into further Community Tripartite Agreements; however, the federal government is currently reviewing this program. Further discussions are contingent on the outcome of the federal review.



Of the 40 commitments within the first two years, approximately 88 per cent scheduled for completion have been accomplished under the theme Access to Programming and Services. There are two outstanding commitments from the first two years. Some eight per cent of the commitments are continuous and remain ongoing and monitored.

Three commitments remain continuous totaling eight per cent of the commitments.

There are many highlights from this theme due to the broad range of commitments. There are a number of justice initiatives such as an increase in the number of sheriff positions; increased interpretation services available in the court system; training programs have been delivered for interpreters working in the justice systems; glossaries for use in court to address interpreting needs have been developed; a new legal aid office space has been opened and a new justice liaison position filled. There were a number of studies that have been completed within Labrador, including a feasibility study on a fibre optic link throughout Labrador, a study on a regional sportplex for central Labrador, continued assessment and monitoring of the water quality in Labrador and an assessment of the Motor Registration Services in Happy Valley–Goose Bay.

Other highlights include an energy rebate for residents in coastal Labrador Straits to reduce the cost of basic electricity consumption needs and expansion of the Northern Allowance for clients receiving Income Support.

2.7 Aboriginal Partnerships

Land claim and self-government agreements will define the role of Aboriginal governments, provide certainty over future development and contain tools and resources necessary to contribute to the sustainability and well being of the Aboriginal population. The Williams Government continues to encourage communication with governments, Aboriginal peoples, communities, organizations and other stakeholders throughout Labrador.

Goal

A respectful and cooperative relationship with the Aboriginal peoples of Labrador

The prevailing themes regarding strengthening relationships with Aboriginal peoples in Labrador focus on improved communication and partnerships and the development of culturally sensitive programs and services that meet the needs of Aboriginal peoples and their communities.

Objectives

1. Develop and maintain communication networks and partnerships with Aboriginal governments and groups in Labrador

Complete

✓**Provide analytical support to assist in the analysis and implementation of recommendations arising from the National Aboriginal Women's Summit in 2007**
A Senior Analyst was hired in 2008 to implement the recommendations. The analyst works in the Department of Labrador and Aboriginal Affairs St. John's office.

Not Complete

- **Negotiate Land Claims and self-government agreement with the Innu Nation**
  The Tshash Petapen (New Dawn) Agreement was signed on September 26, 2008. Negotiations are ongoing towards an Agreement in Principle.

Continuous

- **Continue to develop a government-to-government relationship with the Nunatsiavut Government**
  The Nunatsiavut Government has been consulted on several major issues, including the *Northern Strategic Plan for Labrador*, Lower Churchill, and the Energy Plan. The Provincial Government continues to consult with the Nunatsiavut Government, particularly regarding the Air Foodlift Subsidy and Labrador Transportation Grooming Subsidy.

- **Continue to develop a strategic plan with the Nunatsiavut Government for the devolution of Provincial Government programs and services and address issues relating to cultural appropriateness of education, preservation of language, training and retention of professionals and capacity building**
  The Nunatsiavut Government and the Provincial Government are working together to organize a meeting of senior officials (including the federal government) to discuss intergovernmental relationships.

The establishment of stronger ties and linkages between the Department of Education, the Labrador School Board and various Aboriginal educational stakeholders should be noted. For example, the new Innu School Board was established with support from the Department of Education and the Labrador School Board to ease the transition and ensure success. The Department of Education is also assisting the Labrador School Board and the Nunatsiavut Government to develop a plan for devolution.

- **Work with the federal government and Labrador Métis Nation to ensure their members benefit from federal initiatives to "close the gap", to support the Labrador Métis Nation in their request for access to federal programs and services; continue to urge the federal government to make a decision on the Labrador Métis land claims**
  The Provincial Government continues its lobbying efforts with the federal government on both the land claims and access to programs and services issues. The Williams Government support for Labrador Métis Nation access to federal programs and services is also a recommendation of the 2007 Skills Task Force Report.

2. Develop programs and services that meet the needs of Aboriginal communities in Labrador

Complete

✓**Organize an Aboriginal Justice Symposium to promote dialogue between Aboriginal people and the justice system**
A symposium was conducted in spring 2008, in Happy Valley–Goose Bay.

✓**Allocate funding for an annual Provincial Aboriginal Women's Conference**
The Provincial Government increased funding to $40,000, annually in 2008 (an increase of $20,000).

✓**Ensure Violence Prevention Initiative funding is used to increase awareness of and address domestic violence in Aboriginal communities**
The Women's Policy Office provides $20,000 annually for travel and outreach throughout the Labrador region.

✓**Provide cultural awareness training for prosecutors, educators and professionals who will work in Labrador to ensure they understand and appreciate the cultural uniqueness of the Innu and Inuit peoples**
Diversity training was delivered in Happy Valley–Goose Bay to a number of public servants within the Provincial Government. The Department of Labrador and Aboriginal Affairs currently sits on a newly formed diversity working group within the Provincial Government.

✓**Ensure that the courts are sensitive to the needs of Aboriginal peoples so that they can understand court processes and judgments**
Innu and Inuit court clerks have been hired. Interpreters have been engaged to ensure the needs of the Aboriginal communities are met. Court personnel attended the Aboriginal Justice Symposium in 2008 held in Happy Valley–Goose Bay.

✓**Explore, more fully, the use of sentencing circles and alternative justice approaches, and train justice personnel in these areas**
During the Aboriginal Justice Symposium held in 2008, staff was given exposure to alternative justice approaches.

✓**Enhance capacity of Aboriginal communities and partners to provide intervention services to children affected by Fetal Alcohol Syndrome Disorder, their families and caregivers through the development of training modules for**

professionals and paraprofessionals
A Fetal Alcohol Syndrome Disorder Co-ordinator was hired in March 2008 and is working at the Labrador Correctional Centre.

✓**Increase drug and alcohol awareness programs in the school system and the Aboriginal communities**
The Drug Abuse Resistance Education (DARE) program is administered by the RCMP in schools in Labrador and supported by the Provincial Government. This program has been available in coastal Labrador schools since 2007.

✓**Implement a grant program to address youth suicide in Aboriginal communities**
A $100,000 grant is available in Labrador to raise awareness and culturally-relevant approaches to preventative intervention training. Grants are accessible by application.

✓**Develop an Aboriginal Intangible Cultural Heritage Program**
An Aboriginal Advisory Committee was formed to help develop the program. The program is developed and has been implemented.

✓**Establish an Aboriginal Literacy Development Consultant in Labrador to work closely with members of the Aboriginal Community to develop culturally relevant literacy and Adult Basic Education programming**
An Adult Aboriginal Literacy Consultant has been hired and began work in Happy Valley-Goose Bay in July 2009.

✓**Hire Two Aboriginal Court Officer positions for Happy Valley-Goose Bay**
Two Aboriginal Court Officer positions have been filled.

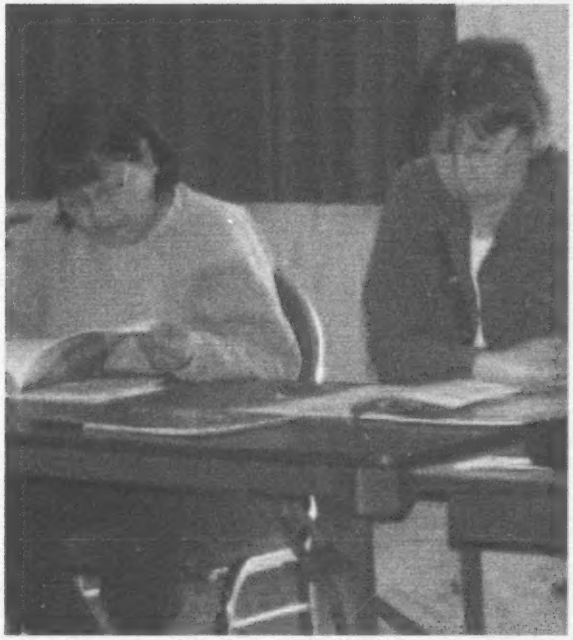
✓**Provide funding to the Aboriginal Sport and Recreation Council for Aboriginal sport and staff development**
The Provincial Government funded $50,000 to the council allowing participation in the North American Indigenous Games in 2008-09. Forty-four athletes attended to represent the province.

✓**Provide grants to Aboriginal women's groups to address local Aboriginal women's issues and to support projects related to implementing recommendations to address Aboriginal women's issues**
Grant funding is available under the Violence Prevention Initiative to Aboriginal governments and groups to a maximum of $20,000. Funding is targeted to Aboriginal youth in the areas of drug and alcohol abuse, delinquency and other detrimental life-style issues.

Not Complete

- **Research and conduct a feasibility assessment on specialized criminal justice responses for Aboriginal people, with a focus on Sheshatshiu**
The assessment was completed in 2009. Pilot funding was committed to help support the establishment of the community-based Innu Healing Path Initiative. Planning and discussions are ongoing at this time.

Courtesy of Eva Luther



Continuous

- **Work with the federal government and the Mushuau and Sheshatshiu Innu Bands on the Innu Healing strategy and on the devolution of programs and services to the bands; the activity addresses issues relating to cultural appropriateness of education, preservation of language, training and retention of professionals and capacity building**
  Arrangements have been made for the devolution of the school system effective fall 2009. There are still ongoing discussions regarding child, youth and family services, income support and justice.
  The establishment of stronger ties and linkages between the Department of Education, the Labrador School Board and various Aboriginal educational stakeholders should be noted. For example, the new Innu School Board was established with support from the Department of Education and the Labrador School Board to ease the transition and ensure success. The Department of Education is also assisting the Labrador School Board and the Nunatsiavut Government to develop a plan for devolution.

- **Encourage culturally appropriate and holistic healing, including the development of Therapeutic Foster Care to better meet the needs of Aboriginal children and their families**
  An Aboriginal Health Consultant was hired by the Regional Health Authority in the summer 2008 in Happy Valley–Goose Bay to develop and strengthen Aboriginal and northern partnerships. The Department of Child, Youth and Family Services has initiated research into developing a continuum of residential services for children including therapeutic foster care. The needs of Aboriginal children and families will be a priority consideration in such development and will be done in consultation with Aboriginal communities.

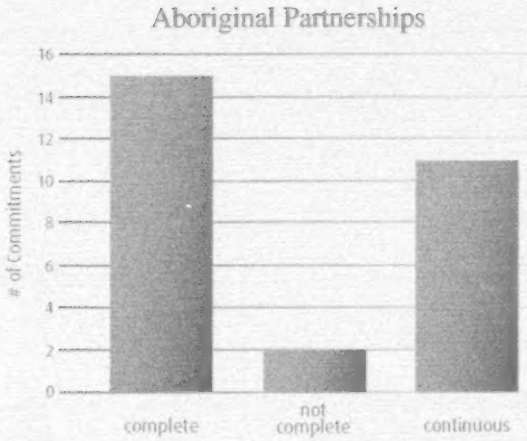
- **Work with Aboriginal people to implement the Cultural Strategic Plan, to celebrate Aboriginal cultures and increase the economic benefit flowing to Aboriginal artists and craftspeople**
  Continuing to work with the Aboriginal communities is part of the larger Intangible Cultural Heritage Strategy. The new position of Labrador Cultural Heritage Officer will also help the Aboriginal community identify heritage resources and ways to develop and preserve them.

- **Work with the Innu and Inuit education authorities and the federal government to develop Aboriginal curricula that will foster Aboriginal languages and culture**
  The focus of work to date has been on the development of books in Innu Aimun for primary students. Local courses in the Inuktitut language are offered for schools along the Labrador coast with Inuit populations.

- **Define mechanisms for addressing Aboriginal women's socio-cultural concerns**
  A committee is in place to address recommendations from the National Aboriginal Women's Summit and a staff member was hired to address women's issues. Work has begun on recommendations from the summit.

- **Work with Aboriginal partners to support Aboriginal cultural tourism**
  The Department of Tourism, Culture and Recreation is a member of a consultative committee with Parks Canada that seeks collaboration on a number of initiatives and issues including the Torngat National Park.

- **Work with partners and Aboriginal governments and organizations to enhance K-12 initiatives to prepare Aboriginal young people in Labrador for post-secondary education**



Funding was approved in Budget 2008. Work has proceeded on identifying and developing culturally relevant curriculum resources and providing professional development for teachers. Other areas of work include: support for local course development; guidance services; an exchange program; after-school programs; cultural sensitivity training for teachers; and an Adult Basic Education style high school program that is being piloted in two coastal Labrador Schools to provide support for at-risk students to complete high school credits and prepare for post-secondary education.

- **Continue to work towards the conclusion of Community Tripartite Agreements under the First Nations Policing Policy with the federal government as successful conclusion of these agreements will provide additional funding to be invested in Labrador communities**

Community Tripartite Agreements were signed in 2007 for Nain, Hopedale, Rigolet and Makkovik. The Provincial Government has expressed interest in entering into further Community Tripartite Agreements; however, the federal government is currently reviewing this program. Further discussions are contingent on the outcome of the federal review.

It should be noted that there is one commitment that was published in the original *Northern Strategic Plan for Labrador* document that was included in error. The commitment "**Develop social, economic, and cultural development modules for learning-capacity development training, mentoring, adult education and skill development.**" is not being monitored. The Department of Education has since added additional commitments that are more defined and achieve the same result as the removed commitment.

Of the 28 commitments within the first two years, appropriately 54 per cent scheduled for completion have been accomplished under the theme Aboriginal Partnerships. There are two outstanding commitments from the first two years. Some 39 per cent of the commitments are continuous and remain ongoing and monitored.

One of the highlights includes hiring of an Aboriginal Literacy Development Consultant for Labrador to assist with culturally appropriate education tools and Adult Basic Education.

A highlight is also the interactions between the Provincial Government and Aboriginal groups within Labrador. There has been an increase in the communications among all stakeholders and it is important to continue into the future.

2.8 Working Together

The Williams Government recognizes that it cannot work independently from stakeholders and Aboriginal groups in Labrador. Collaboration among all interested parties is important to ensure that the social and economic issues of Labrador are being addressed. Working together is closely tied to other themes such as Aboriginal Partnerships and Access to Programming and Services where it is important to have open communication.

Goal

Continuation and expansion of partnership with all levels of government and outside agencies

Creating, developing and maintaining partnerships are important to the people of Labrador. This is viewed as important when interpreting and understanding information related to government departments and agencies. Continuing and expanding partnerships is an important goal that has resulted in one objective.

Objective

1. To encourage and facilitate partnerships between the Provincial Government and other levels of government and community groups who work with Government throughout Labrador

Complete

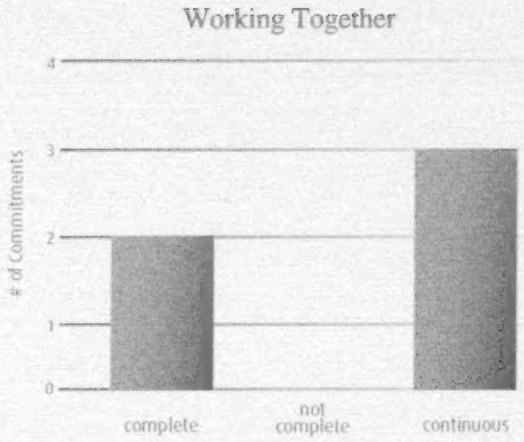
✓**Meet with Combined Councils of Labrador Executive once a year (six months following the Annual General Meeting) to review resolutions that pertain to the Provincial Government**
Provincial Government officials regularly attend the Combined Councils of Labrador's Annual General Meeting. Other meetings have taken place between officials and the Combined Councils of Labrador's executives throughout the year.

✓**Increase funding to the Combined Councils of Labrador for ongoing social and economic development initiatives in Labrador**
An increase in the Combined Councils of Labrador's budget from $100,000 to $120,000 was provided through Budget 2008.

Continuous

- **Pursue potential economic opportunities and partnerships with Nunavut, in conjunction with the Nunatsiavut Government**
  Officials with the Department of Labrador and Aboriginal Affairs meet annually with Nunavut officials during Expo Labrador. Nunavut and the Provincial Government both sit on the Northern Development Ministers' Forum which also promotes continued partnership.

- **Continue to ensure that the federal government adheres to its commitment to 5 Wing Goose Bay and identification of new opportunities for military and non-military use of the Base**
  In its role as the lead provincial entity for the promotion of the military diversification and long-term operation of 5 Wing Goose Bay, the Intergovernmental Affairs Secretariat works closely with the Department of Labrador and Aboriginal Affairs and other Provincial Government departments, federal officials in various departments, and the local community in Happy Valley-Goose Bay. Since the commitments to 5 Wing's future viability made by Stephen Harper in January 2006, the Premier, provincial ministers and officials have reminded the federal government of its commitments in numerous meetings with, and letters to, their federal counterparts. In addition, the Minister for Intergovernmental Affairs regularly



meets with visiting dignitaries representing other countries. These meetings provide an opportunity for the Minister to inform visitors about the foreign military training opportunities available at 5 Wing. The Minister of Labrador Affairs has also met with Ambassadors in Ottawa to promote training opportunities at 5 Wing Goose Bay. Ministers have also met with various defense contractors to discuss military diversification opportunities at the Base. As part of the Provincial Government's ongoing advocacy efforts, provincial officials participate in regular meetings of the Goose Bay Airport Development Committee and the Institute for Environmental Monitoring and Research.

- **Advance long-term development priorities for Labrador with ongoing collaboration between the Department of Labrador and Aboriginal Affairs and the Rural Secretariat**
  The Department of Labrador and Aboriginal Affairs and the Rural Secretariat participate on a number of committees together to discuss ongoing issues in Labrador.

All of the scheduled commitments have been completed within the first two years of the plan under the theme Working Together. There remain three commitments that are ongoing such as the relationship between Labrador and Nunavut and advocacy of 5 Wing Goose Bay which have no finite timelines. The Williams Government is fostering a healthy working relationship with Nunavut through meetings, invitations during Expo Conferences and working together on the Northern Development Ministers' Forum. The Department of Labrador and Aboriginal Affairs is also working with the Rural Secretariat through meetings and invitations to participate in committees. Progression on 5 Wing Goose Bay continues. Meetings have taken place between the Provincial Government and federal government regarding the sustainability of 5 Wing.

Many, if not all of the commitments listed above involved working together with different stakeholders and organizations.

Courtesy of Eva Luther

3. Moving Forward

3.1 Monitoring

The Department of Labrador and Aboriginal Affairs, in consultation with the Transparency and Accountability Office, developed a framework to track and monitor all commitments. The framework contains the nature and scope of responsibilities, and identifies key results, performance expectations, and monitoring-reporting strategies. The framework is supported by specific guidelines and policies to ensure public transparency and accountability to the citizens of our province. It also considers its operations with respect to the legislative and strategic directions of the Provincial Government.

The accountability framework outlines the goals, objectives and associated commitments that were included in the *Northern Strategic Plan for Labrador*. Departmental representatives are asked to supply a baseline, indicators and measures for each commitment in order to monitor the progress of each initiative. In addition, the framework includes information on the year the commitment is budgeted, implemented and completed. The Government of Newfoundland and Labrador has a responsibility to be accountable to the public for all decisions it makes. The framework for the *Northern Strategic Plan for Labrador* reiterates the Provincial Government's commitment to public transparency and accountability through the release of this report.

3.2 Building on Commitments

The *Northern Strategic Plan for Labrador* is a living document. It began with 145 commitments to support the plan's goals and objectives, minus one commitment that was printed in error as noted in the Aboriginal Partnerships section, covering eight themes. After its second year, it increased to 172 commitments. Currently, in the third year, the plan totals 201 commitments. Each year, new commitments are made to support Labrador's social and economical development. Annex A lists new commitments that have been added since the original release of the *Northern Strategic Plan for Labrador*. Each commitment is listed by theme and completion year.

The Department of Labrador and Aboriginal Affairs continues to work with other government departments and agencies to further the goals and objectives outlined in the plan. The Minister of Labrador Affairs provides verbal updates annually to the House of Assembly on the progress of the plan. The *Northern Strategic Plan for Labrador* is also included in the department's annual reports and business plan. This provides additional opportunities to report on the progress of the plan.

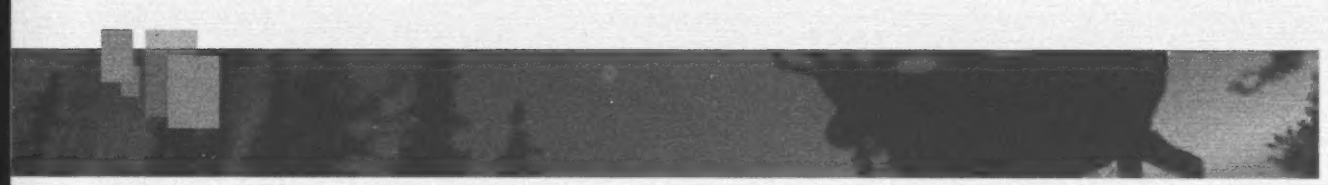
3.3 The Next Three Years

Since this is a five-year plan, the report also states commitments for the following three years. New commitments will be added over the next three years to support the strategy through 2012. The commitments are categorized as complete or not complete; a year of completion is stated in parenthesis. The status of the commitments reflects progress up to the release date of this report. Below is a list of commitments for the next three years by theme:

Transportation

Complete

- ✓*Providing funding for the purchase of a groomer for Rigolet (2009–10)*
- ✓*Provide funding to construct a transportation depot in the Cartwright junction area to service Phase III of the TLH (2009–10)*



✔Purchase of satellite phones (2009–10)
✔Provide funding for realignment of Route 510 at the Pinware River (2009–10)
✔Fund construction of a new depot at Crooked Lake (2009–10)
✔Fund vessel refits for the Labrador ferry service (2009–10)
✔Pave industrial park in Wabush (2009–10)

Not Complete

- Complete Phase III of the Trans Labrador Highway (2009–10)
- Finalize decision on central airport for Southern Labrador (2009–10)
- Consider options for the Nain Airstrip (2010–11)
- Fund road upgrades in L'Anse au Clair (2010–11)
- Evaluate options for the provision of two new ferries for the Labrador Straits ferry route that would provide year-round service pending ice conditions (2011–12)
- Complete hard-surfacing of Phase I of the Trans Labrador Highway (2011–12)

Natural Resources and Environment

Complete

✔Provide geoscience funding to conduct an extensive geological mapping survey in Labrador (2009–10)
✔New funding to address contaminated sites at Hopedale and Northwest Point (2009–10)
✔Increase the productive forest land base by planting of poorly stocked areas (2011–12)
✔Increase patrols of threatened caribou herds in Labrador on the Quebec–Labrador border (2011–12)

Not Complete

- Work with the Nunatsiavut Government to develop and implement a Climate Change Adaptation Strategy for northern Labrador and also implement relevant aspects of the Provincial Climate Change Action Plan (2005) (2009–10)
- Complete conservation projects for Labrador in support of the Natural Areas System Plan for Newfoundland and Labrador (2010–11)
- Monitor and assess impacts on caribou and inland fish species along the Trans Labrador Highway (2011–12)
- Formulate integrated long-term management plans for the significant wildlife populations (big game) of Labrador that incorporates social, cultural and economic objectives (2011–12)
- Conduct a reassessment-inventory of Labrador populations of Peregrine Falcons (2011–12)
- Conduct a Rare Plant Survey in Labrador (2011–12)
- Assess the status of inland fish species in Labrador regarding the effects of climate change on the populations specific to species which have an opportunity for development such as Lake Trout, Northern Pike, Brook Trout and Char (2011–12)

Tourism and Cultural Development

Complete

✔Provide funding for realignment of Route 510 at the Pinware River (2009–10)
✔Fund vessel refits for the Labrador ferry service (2009–10)
✔Fund improvements to the Town of Red Bay's harbour (2009–10)
✔Provide annual operational grant to the Mealy Mountain Auditorium[2] (2009–10)

Not Complete

- Support Labrador Craft Marketing Agency to develop training activities designed to preserve traditional arts and crafts skills and encourage new producers (2009–10)
- Work with the Nunatsiavut Government to develop a cultural centre for Nain (2010–11)
- Fund renovations to the Wabush arena (2010–11)
- Complete hard-surfacing of Phase I of the Trans Labrador Highway (2011–12)
- Evaluate options for the provision of two new ferries for the Labrador Straits ferry route that would provide year-round service pending ice conditions (2011–12)

Education and Employment

Complete

✔Poverty Reduction Strategy-Expansion of Employment Transitions Program to Labrador (2009–10)

Not Complete

- Improve distance education by increasing flexibility, providing more support for students, and increasing course variety as appropriate (2009–10)
- Construct a new facility for the Labrador West campus of College of the North Atlantic (2009–10)
- Construct a new school in Port Hope Simpson (2009–10)
- Develop a communications and awareness campaign to promote the benefits of living and working in Newfoundland and Labrador (2009–10)
- Develop a Youth Retention and Attraction Strategy to counter the impacts of youth out-migration in Newfoundland and Labrador (2009–10)

[2] The newly built auditorium in Happy Valley–Goose Bay was officially named the Lawrence O'Brien Auditorium in June 2009.

- Support labour market challenges through the work of the Provincial Immigration Strategy (2009–10)
- Construct a new school in L'Anse au Loup (2010–11)

Health

Complete

✔Provide operating costs for a new Air Ambulance (2009–10)

Not Complete

- Poverty Reduction Strategy-Improving Access to Early Intervention Services (2009–10)
- Poverty Reduction Strategy-New Family Resource Centre in Labrador in Happy Valley–Goose Bay (2009–10)
- Continue to explore meaningful ways to increase and improve early learning and child care services (2009–10)
- Fund new positions to support a traveling clinical mental wellness team in Labrador (2009–10)
- Ensure new health centre in Labrador West includes capacity for mental health service (2010–11)
- Complete construction of the long-term healthcare facility in Happy Valley–Goose Bay (2009–10)

Access to Programming and Services

Complete

✔Provide housing units for RNC officers in Churchill Falls (2009–10)

✔Poverty Reduction Strategy-Expansion of Employment Transitions Program to Labrador (2009–10)

✔Provide Violence Awareness and Action Training (VAAT) to government and community stakeholders (2009–10)

✔Purchase of eight condominiums for RNC members in Labrador West (2009–10)

✔Improve access to interpretation services in the justice system through the establishment of an Aboriginal Interpretation Project including the creation of a Justice Liaison position (2009–10)

✔Additional funding for a correctional officer for the Labrador Correctional Centre as a result of the prison system review (2009–10)

✔Plan and design a new holding facility in Happy Valley–Goose Bay for youth and adult women (2009–10)

Not Complete

- Conduct assessment of housing needs and address off-reserve housing needs by allocating funding under the federal off-reserve housing trust and ensuring access to provincial low-income housing programs (2009–10)
- Fund road, sanitary sewer, and storm sewer upgrading in Labrador City, including extension of water and sewer system to the new hospital and College of the North Atlantic sites (2009–10)
- Extend water and sewer services in Port Hope Simpson (2009–10)
- Extend water & sewer services in Charlottetown (2009–10)
- Fund renovations to the Wabush arena (2010–11)
- Water and sewer replacement in Happy Valley–Goose Bay (2010–11)
- Fund engineering design work for water and sewer extension in Mary's Harbour (2010–11)
- Contribute to the development of a sewage treatment plant for Happy Valley–Goose Bay (2010–11)
- Review Labrador isolated commercial customer electricity rates, with a view to introducing a comparable rebate when the Lower Churchill project is sanctioned for development (2010–11)
- Develop new water supply system for Inuit Community of Nain (2011–12)
- Undertake a feasibility study to consider the challenges and barriers to providing 911 services in Labrador (2011–12)

Aboriginal Partnerships

Complete

✔Contribute to the development of a Federal Provincial Aboriginal Sport Participation Agreement (2009–10)

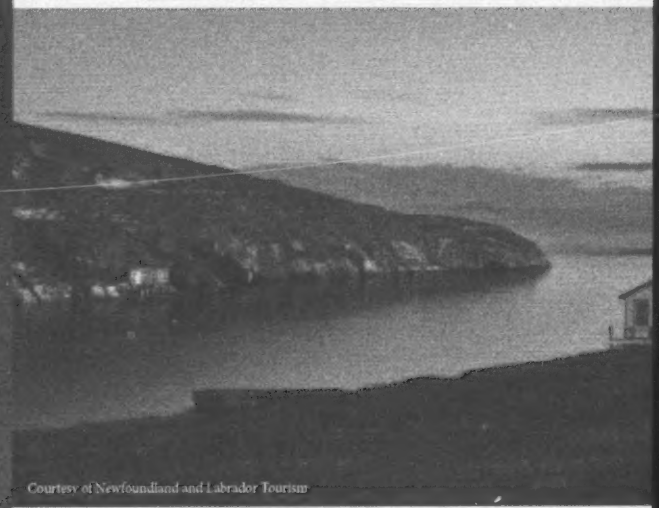
Not Complete

- Conduct assessment of housing needs and address off-reserve housing needs by allocating funding under the federal off-reserve housing trust and ensuring access to provincial low-income housing programs (2009–10)
- Develop a Land Use Plan in conjunction with the Nunatsiavut Government (2010–11)
- Work with the Nunatsiavut Government to develop a cultural centre for Nain (2011–12)

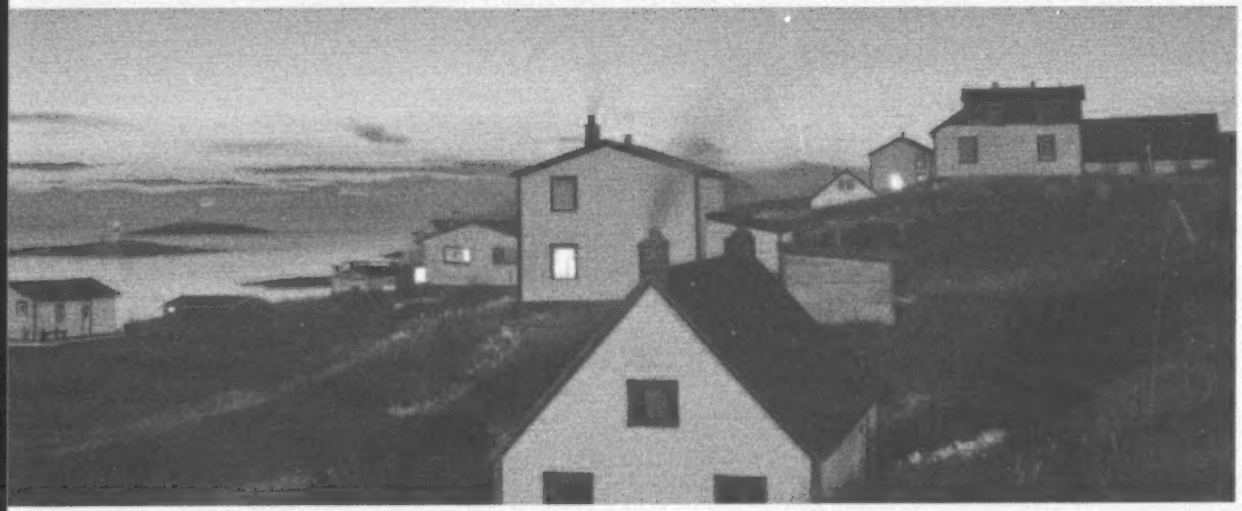
Working Together

No further commitments under this theme have been identified for the remaining three years of the plan.

4.Closing



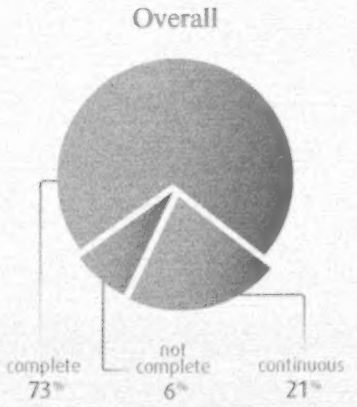
Courtesy of Newfoundland and Labrador Tourism



Labrador has witnessed many positive contributions since the release of the *Northern Strategic Plan for Labrador* in 2007. The Department of Labrador and Aboriginal Affairs has worked diligently to progress the goals and objectives set forth in the plan in direct collaboration with stakeholders and other government departments and agencies.

There are 83 commitments scheduled for completion within the first two years. Of the 83 commitments, 75 have been achieved. There are an additional 57 commitments which are categorized as ongoing. Twenty-seven of the ongoing commitments have been completed.

An underlying theme with many of the commitments is recruitment and retention. Labrador has always faced these challenges but now the labour supply issues are spread worldwide. The Williams Government recognizes the impact that recruitment and retention issues have had on the implementation of certain aspects of this plan. As a result, a Manager of Human Resources Planning and Development has been recruited and is located in the Labrador region. The Public Service Secretariat is the employing department. The position maintains a close partnership with the Department of Labrador and Aboriginal Affairs with respect to implementation of the *Northern Strategic Plan for Labrador* and is specifically accountable for identifying opportunities, challenges, strengths and weaknesses, conducting research, engaging stakeholders and identifying best practices and strategies aimed at addressing recruitment and retention issues specific to Labrador.



Labrador holds such promise and opportunity for its people. The Williams Government recognizes this and acknowledges the important contributions that this region makes to the prosperity of our province.

Together, Labradorians and the Provincial Government will continue to move forward on its success as outlined in the *Northern Strategic Plan for Labrador* to serve "The future of our land and a future for our children".

Annex A

Below is a list of commitments that have been added since the release of the *Northern Strategic Plan for Labrador* document in April 2007. The additional 57 commitments are listed by theme with year of completion in parenthesis. Commitments may appear under more than one theme.

Transportation

- Provide funds for the purchase of a groomer for Postville trails (2008–09)
- Purchase new satellite phones (2008–09)
- Provide funds to re-route trails on the north coast of Labrador away from water crossings and re-cut overgrown areas on certain sections of the trail system (2008–09)
- Provide funding to construct a transportation depot in the Cartwright Junction area to service Phase III of the TLH (2009–10)
- Provide funding for realignment of Route 510 at the Pinware River (2009–10)
- Fund construction of a new depot at Crooked Lake (2009–10)
- Fund vessel refits for the Labrador ferry service (2009–10)
- Providing funding for the purchase of a groomer for Rigolet (2009–10)
- Pave industrial park in Wabush (2009–10)
- Fund road upgrades in L'Anse au Clair (2010–11)

Natural Resources and Environment

- Recruit a Land Management Officer position in Happy Valley–Goose Bay to help improve service delivery to the public (2008–09)
- Provide protection of the forest resource from insect disturbance (ongoing)
- Recruit a Land Survey Inspector position in Happy Valley–Goose Bay to help improve service delivery to the public (2008–09)
- New funding to address contaminated sites at Hopedale and Northwest Point (2009–10)
- Provincial Energy Plan Implementation: study to evaluate alternative energy sources for isolated diesel communities (2008–09)
- Provincial Energy Plan Implementation: Energy Efficiency pilot project in coastal Labrador (2008–09)
- Provide geoscience funding to conduct an extensive geological mapping survey in Labrador (2009–10)

Tourism and Cultural Development

- Provide funds to re-route trails on the north coast of Labrador away from water crossings and re-cut overgrown areas on certain sections of the trail system (2008–09)
- Fund improvements to the Town of Red Bay's harbour (2009–10)
- Provide funding for realignment of Route 510 at the Pinware River (2009–10)
- Fund vessel refits for the Labrador ferry service (2009–10)
- Fund renovations to the Wabush arena (2010–11)

Education and Employment

- Establish an Aboriginal Literacy Development Consultant in Labrador to work closely with members of the Aboriginal Community to develop culturally relevant literacy and Adult Basic Education programming (2008–09)
- Implement a pilot project called Steps Toward Employment and Personal Success (STEPS) (2008–09)
- Develop a communications and awareness campaign to promote the benefits of living and working in Newfoundland and Labrador (2009–10)
- Develop a Youth Retention and Attraction Strategy to counter the impacts of youth out-migration in Newfoundland and Labrador (2008–09)
- Poverty Reduction Strategy-Expansion of Employment Transitions Program to Labrador (2009–10)
- Support labour market challenges through the work of the Provincial Immigration Strategy (2009–10)
- Construct a new school in L'Anse au Loup (2010–11)

Health

- Enhance social work staffing to address the needs of children and families and clients on income support (2008–09)
- Poverty Reduction Strategy-New Family Resource Centre in Labrador in Happy Valley–Goose Bay (2009–10)
- Poverty Reduction Strategy-Improving Access to Early Intervention Services (2009–10)
- Provide operating costs for a new Air Ambulance (2009–10)
- Fund new positions to support a traveling clinical mental wellness team in Labrador (2009–10)

Access to Programming and Services

- Support travel costs for Labrador youth to attend the 2007 YC Newfoundland and Labrador convention (2007–08)
- Hire Aboriginal Court Officer for Happy Valley–Goose Bay (2007 08)
- Expand the eligibility of the Cost of Living Allowance for Income Support clients in Coastal Labrador (2008–09)
- Increase funding to the Combined Councils of Labrador for ongoing social and economic development initiatives in Labrador (2008–09)
- Increase Air Foodlift Subsidy funding through the Poverty Reduction Strategy by $200,000 to support access to healthy foods for coastal residents of Labrador (2008–09)
- Provide funding to the Aboriginal Sport and Recreation Council for Aboriginal sport and staff development (2008–09)
- Enhance services available at the Happy Valley–Goose Bay Government Services Centre to provide full service Motor Vehicle Registration Division (2008–09)
- Provide funding for feasibility, engineering and environmental studies related to establishing a fibre optic link to Labrador (2008–09)
- Hire a Program Co-ordinator to effectively administer Labrador-specific programming through the Department of Labrador and Aboriginal Affairs (2008–09)
- Increase the number of justice positions in Labrador to support enforcement services (2008–09)
- Expand family and criminal justice legal services in Labrador West (2008–09)
- Expand existing justice initiatives in Labrador by increasing current Sheriff Officer positions (2008–09)
- Provide funds to re-route trails on the north coast of

Labrador away from water crossings and re-cut overgrown areas on certain sections of the trail system (2008–09)
- Provide Violence Awareness and Action Training (VAAT) to government and community stakeholders (2009–10)
- Plan and design a new holding facility in Happy Valley–Goose Bay for youth and adult women (2009–10)
- Research and conduct a feasibility assessment on specialized criminal justice responses for Aboriginal people, with a focus on Sheshatshiu (2009–10)
- Hire an additional social worker to expand justice support services in Labrador (2008–09)
- Purchase of eight condominiums for RNC members in Labrador West (2009–10)
- Additional funding for a correctional officer for the Labrador Correctional Centre as a result of the prison system review (2009–10)
- Poverty Reduction Strategy–Expansion of Employment Transitions Program to Labrador (2009–10)
- Fund road, sanitary sewer, and storm sewer upgrading in Labrador City, including extension of water and sewer system to the new hospital and the College of the North Atlantic sites (2009–10)
- Extend water and sewer services in Port Hope Simpson (2009–10)
- Extend water & sewer services in Charlottetown (2009–10)
- Water and sewer replacement in Happy Valley–Goose Bay (2010–11)
- Fund renovations to the Wabush arena (2010–11)
- Fund engineering design work for water and sewer extension in Mary's Harbour (2010–11)
- Develop new water supply system for Inuit Community of Nain (2011–12)

Aboriginal Partnerships

- Hire Aboriginal Court Officer for Happy Valley–Goose Bay (2007–08)
- Provide funding to the Aboriginal Sport and Recreation Council for Aboriginal sport and staff development (2008–09)
- Provide analytical support to assist in the analysis and implementation of recommendations arising from the National Aboriginal Women's Summit in 2007 (2008–09)
- Provide grants to Aboriginal women's groups to address local Aboriginal women's issues and to support projects related to implementing recommendations to address Aboriginal women's issues (2008–09)
- Establish an Aboriginal Literacy Development Consultant in Labrador to work closely with members of the Aboriginal Community to develop culturally relevant literacy and Adult Basic Education programming (2008–09)
- Research and conduct a feasibility assessment on specialized criminal justice responses for Aboriginal people, with a focus on Sheshatshiu (2009–10)

Working Together

- Increase funding to the Combined Councils of Labrador for ongoing social and economic development initiatives in Labrador (2008–09)

Newfoundland Labrador

Department of Labrador and Aboriginal Affairs

Labrador Office:
Mailbag 3014 Stn. B
Happy Valley–Goose Bay, NL
A0P 1E0

Tel: (709) 896-1780
Toll Free: 1-888-435-8111
Fax: (709) 896-0045

Newfoundland Office:
4th Floor,
Confederation Building,
West Block
PO Box 8700, St. John's NL
A1B 4J6

Tel: (709) 729-4776
Toll Free: 1-877-788-8822
Fax: (709) 729-0049